

Administration of Justice Support II Project

Final Report

August 16, 2004 – September 30, 2009

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TABLE OF CONTENTS

I	EXECUTIVE SUMMARY.....	3
II	PROJECT BACKGROUND AND DESCRIPTION.....	5
III	OVERVIEW OF KEY PARTNERS.....	11
IV	SUMMARY OF IMPLEMENTATION PROGRESS BY PROJECT TASKS	
Task 1	Replication of AOJS I Court Reforms in Alexandria, Mansoura, Qena, and Tanta Courts.....	15
Task 2	Develop a Nationwide Replication Plan.....	22
Task 3	Strengthen the Administrative and Technical Capacities of NCJS.....	28
Task 4	Strengthen the JIC to Operate an Automated Information Communications Network with each MOJ Selected Court to Be Modernized.....	34
Task 5	Strengthen the Capacity of the MOJ to Coordinate Activities of All Partners Necessary to Successfully Replicate Reforms Implemented Under AOJS I Throughout Egypt.....	41
Task 6	Develop and Implement Participant Training Programs	45
Task 7	Implement a Management Information System for Family Court Mediation Offices	51
Theme 1	Gender Integration.....	55
Theme 2	Monitoring and Evaluation	59

ANNEXES

Annex I	Procurement Summary
Annex II	Project Bibliography
Annex III	Development Experience Clearing House Submissions

I. EXECUTIVE SUMMARY

The Administration of Justice Support II (AOJS II) Project is a joint enterprise between USAID/Egypt and the Ministry of Justice (MOJ). The Project is an expansion of the court reform efforts of AOJS I, with a focus on enhancing the capacity of the MOJ for future court reform activities nationwide. The Project was awarded to AMIDEAST in August 2004 and is scheduled to close on September 30, 2009.

AOJS I was designed as a response to Judicial concerns regarding delays in case flow management in the Egyptian system, and a lack of public confidence in the legal system. The AOJS I Project began in October 1996 and concluded in 2004, producing major improvements, including increased efficiency and transparency in two Pilot Courts of First Instance (North Cairo and Ismailia).

Following shortly after AOJS I, the AOJS II Project contract was awarded on August 16, 2004, and scheduled for implementation over a five-year period. AMIDEAST's vision for AOJS II was to foster a broad constituency within the MOJ for continued judicial reform, and a systematic, accountable, fair and transparent judiciary. The Project also planned to increase public confidence in the courts; to improve the judicial education system, and to advocate for integration of women at all levels of the Judiciary. The Project was divided into six tasks:

1. Replication of AOJS I Court Reforms in selected Courts
2. Develop a Nationwide Replication Plan
3. Strengthen the Capacities of the National Center for Judicial Studies
4. Strengthen the Capacity of the Judicial Information Center
5. Strengthen the Capacity of the Ministry to Coordinate Activities
6. Develop and Implement Participant Training Programs

The Project also featured two cross-cutting themes, Gender Integration and Monitoring and Evaluation. A seventh task, to implement a Management Information System for Family Court Mediation Offices, was added in Year 3.

Supporting USAID's *Strategic Objective 21: Initiatives in Governance and Participation Strengthened*, AOJS envisioned a number of accomplishments for each task. These are presented in evaluative form below. The key uncertainty at this time was whether the Government would adopt an implementation model of a complete set of reforms in a few courts, or a more limited set in a larger number. The MOJ chose the former, and AOJS II completed reforms to the civil court process in four Courts, including an additional four "satellite locations," which had not been in the original scope of the Project.

Task	Intended Results	Actual Results
1. Replication of AOJS I Court Reforms	<ul style="list-style-type: none"> • Technology upgrades; • Improvements to court efficiency and transparency; and • Increased lawyer confidence in the courts. 	<ul style="list-style-type: none"> • Fully Achieved in 8 Courts (Alexandria, Marsa Matrouh, Mansoura, Qena, Luxor, Hurghada, Tanta, Mahalla). • Improved process with "one-stop" front counter and automated case management from filing to disposition.

2. Develop a Nationwide Plan for Replication	<ul style="list-style-type: none"> • MOJ policy and committed resources for replication. 	<ul style="list-style-type: none"> • Fully Achieved. • Implemented independently by JIC in 5 Courts.
3. Strengthen Capacity of NCJS	<ul style="list-style-type: none"> • Comprehensive system for Continuing Legal Education (CLE); and • Increased availability of electronic content. 	<ul style="list-style-type: none"> • Mostly Achieved. • Improvements to training infrastructure and delivery capacity. CLE still <i>ad hoc</i>, but robust. • Implemented Training Management System, Web site and distance learning technology.
4. Strengthen Capacity of JIC	<ul style="list-style-type: none"> • JIC managing court technology installations; and • National Judicial Information Delivery Center. 	<ul style="list-style-type: none"> • Fully Achieved. • Created nationwide network hub and data warehouse.
5. Strengthen Capacity of MOJ	<ul style="list-style-type: none"> • Policies supporting court modernization; • Performance Standards; and • Increased Participation of women 	<ul style="list-style-type: none"> • Fully Achieved. • 2 Laws enacted supporting differentiated case management. • Adopted and implemented Court Performance Standards. • 42 new women Judges.
6. Participant Training	<ul style="list-style-type: none"> • Increased competency in the judiciary and • Capacity to plan and lead reform. 	<ul style="list-style-type: none"> • Fully Achieved. • 379 substantive courses for 3345 individual Judges and staff. • Developed cadre of Court Management Experts using overseas experts and a customized training program.
7. Automate Family Court Mediation Offices	<ul style="list-style-type: none"> • Technology upgrades and • Improved Staff Skills. 	<ul style="list-style-type: none"> • Fully Achieved. • Technology upgrades in 16 Offices. • 10 Training programs for 126 staff.

In summary, the AOJS II Project, through a multifaceted program of technology, training and business process re-engineering, achieved improvements to efficiency in 8 Courts of First Instance and 16 Family Court Mediation Offices, and created the centralized capacity at the Ministry of Justice for Judicial training, network support and data aggregation.

II. PROJECT BACKGROUND AND DESCRIPTION

The Administration of Justice Support II (AOJS II) Project is a joint enterprise between USAID/Egypt and the Ministry of Justice (MOJ). The Project is an expansion of the court reform efforts of AOJS I, with a focus on enhancing the capacity of the MOJ for future court reform activities nationwide. The Project was awarded to AMIDEAST in August 2004 and is scheduled to close on September 30, 2009.

AOJS I

AOJS I was designed as a response to Judicial concerns—expressed to USAID directly as early as 1986—regarding delays in case flow management in the Egyptian system, and a lack of public confidence in the legal system. These delays were also viewed as negative impacts on the business and economic environment in Egypt. In response to these concerns, the MOJ approached USAID with a request for technical assistance to improve aspects of the court process.

AOJS thus represented an effort to complement various projects already underway within the Government of Egypt (GOE) to create a stable and predictable legal environment for the business community. From USAID's standpoint, the Project brought the judicial component into the activities directed towards the Agency's Mission Strategy Sub goal of creating an enabling environment for sustainable democracy.

AOJS I produced major improvements in the Egyptian court system, including increased efficiency and transparency of court processes in two Pilot Courts of First Instance (North Cairo and Ismailia). These included better case management practices; enhanced judicial decision-making; and marked impact on human resource development in the Courts and the capacity for the central support of training and automation. The AOJS I Project began in October 1996 and concluded on June 30, 2004.

AOJS II

The AOJS II Project contract was awarded on August 16, 2004, and scheduled for implementation over a five-year period. Building on the relationships established with the Judiciary over the eight years of AOJS I, AOJS II sought to strengthen the strategic leadership of court reform efforts and the quality and efficiency of the judicial process. The Project initiatives continued to support USAID/Egypt's Results Framework, specifically *Strategic Objective 21: Initiatives in Governance and Participation Strengthened*, and to address the following Intermediate and Sub-Intermediate Results:

- **Increased availability of effective legal services;**
- **Improvements in selected areas of administration of justice; and**
- **Improved MOJ capacity for Civil/Commercial Courts modernization.**

AMIDEAST's vision for AOJS II was to foster a broad constituency within the MOJ for continued judicial reform, and a systematic, accountable, fair and transparent judiciary. The Project also planned to increase public confidence in the courts; to improve the judicial education system, and to advocate for integration of women at all levels of the Judiciary. AMIDEAST's proposal set out the following vision:

- A broad constituency for reform under the leadership of the MOJ;
- A systematic, accountable, fair, transparent and accessible judiciary;
- Effective mechanisms for strategic planning and coordination;
- A structured system for mandatory continuing legal education and court performance;
- More information and increased capacity for decision-making and resource management at the MOJ;
- Increased confidence in the courts among the public and the business community; and
- Increased awareness of gender issues and integration of women at all levels of the judiciary.¹

AOJS II sought to promote direct participation by establishing a structure for engaging stakeholders and identifying champions for change for all tasks. This structure envisioned a Project Steering Committee serving as an inter-agency coordinating body for policy setting and strategic planning, with Working Groups at the institutional level to oversee the implementation of activities. These collaborative bodies were seen as the foundation for managing the six tasks and two cross-cutting themes which were the foundation of the Project Design.

Project Tasks

AOJS II was designed substantially around the following six tasks, which guided the bulk of project activities and provided the infrastructure for project reporting:

1. Replication of AOJS I Court Reforms in Alexandria and Suez/Port Said
2. Develop a Plan for Nationwide Replication.
3. Strengthen the Administrative and Technical Capacity of NCJS.
4. Strengthen the Judicial Information Center (JIC) to Operate an Automated Information Communications Network Within Each Selected Court to be Modernized Among and Within the MOJ.
5. Strengthen the Capacity of MOJ to Coordinate Activities of All Partners (the National Center for Judicial Studies, the Judicial Information Center, and the Alexandria and Mansoura Courts of First Instance) Necessary to Successfully Replicate Reforms Implemented Under AOJS I Throughout Egypt.
6. Conduct Participant Training.

In addition to these tasks, AOJS II featured two cross-cutting policy themes:

- I. Gender Integration.
- II. Monitoring and Evaluation (M&E).

For **Task 1**, AMIDEAST envisioned a refining of the model for court reform developed under AOJS I, including a consolidation of systems into a full case management software package, as well as judge-driven improvements to case management and enhanced staff capacity.

For **Task 2**, AMIDEAST planned a comprehensive assessment of the remaining 20 Courts of First Instance and a collaborative effort with MOJ to develop a plan for implementation of court reform activities at other Courts of First Instance, building on the lessons learned from Task 1.

¹ AMIDEAST, Technical Proposal: Technical Understanding and Approach, April 5, 2004, p.2

The key goals of **Task 3** were to strengthen the management and technical capacity of NCJS to provide training and plan strategically, and to provide quality training to foster improved judicial decision making. AMIDEAST envisioned achieving these goals in three main ways:

- I. the use of technology in the delivery of judicial training;
- II. technical support for curriculum development and training delivery for judges and selected court staff; and
- III. professional development of NCJS administrative and technical staff.

In **Task 4**, AMIDEAST planned to assist the JIC in developing the necessary departmental structure and skills to support IT operations and develop software for Egypt's Judiciary. The Project hoped—through a combination of collaboration, training and equipment—to transform the institution into a data and network management center capable of maintaining and upgrading court automation systems and providing decision support services to the MOJ.

Task 5 addressed the “need for strengthening leadership, coordination and teamwork” at the MOJ for articulating a strategic plan for modernizing the Courts of First Instance and for leading on key policy issues.² AMIDEAST's preferred approach was to concentrate on building sustainable structures and mechanisms for future modernization and reform efforts.

Task 6 covered the training programs provided throughout the life cycle of the Project, including professional skills training, technology training, public administration training, and short-term overseas study tours.

In addition to these tasks, AOJS II had two cross-cutting policy themes, **Gender Integration** and **Monitoring and Evaluation (M&E)**. AMIDEAST originally viewed the first of these components as limited to enhancing opportunities for women and raising public awareness, while the M&E component was driven by the Results Framework applied by USAID to track project performance.

In 2007, USAID requested that AOJS assume the IT and related infrastructure work of its Family Justice Project, which was managed by Management Sciences for Development (MSD). AOJS agreed and, at this time received additional funding and assumed responsibility for installing a Management Information System developed by JIC staff in Mediation offices in the Giza, Minya, and Port Said Governorates. This work was reported under a new **Task 7**.

Project Organization and Funding

The original AOJS II Project team included three implementing organizations and a variety of technical partners. Implementing partners—the organizations that provided full-time staff and institutional resources to AOJS II Project—were AMIDEAST, the National Center for State Courts (NCSC) and Intercom Enterprises, the IT Subcontractor. The technical partners, identified to serve as consultants for specific activities were:

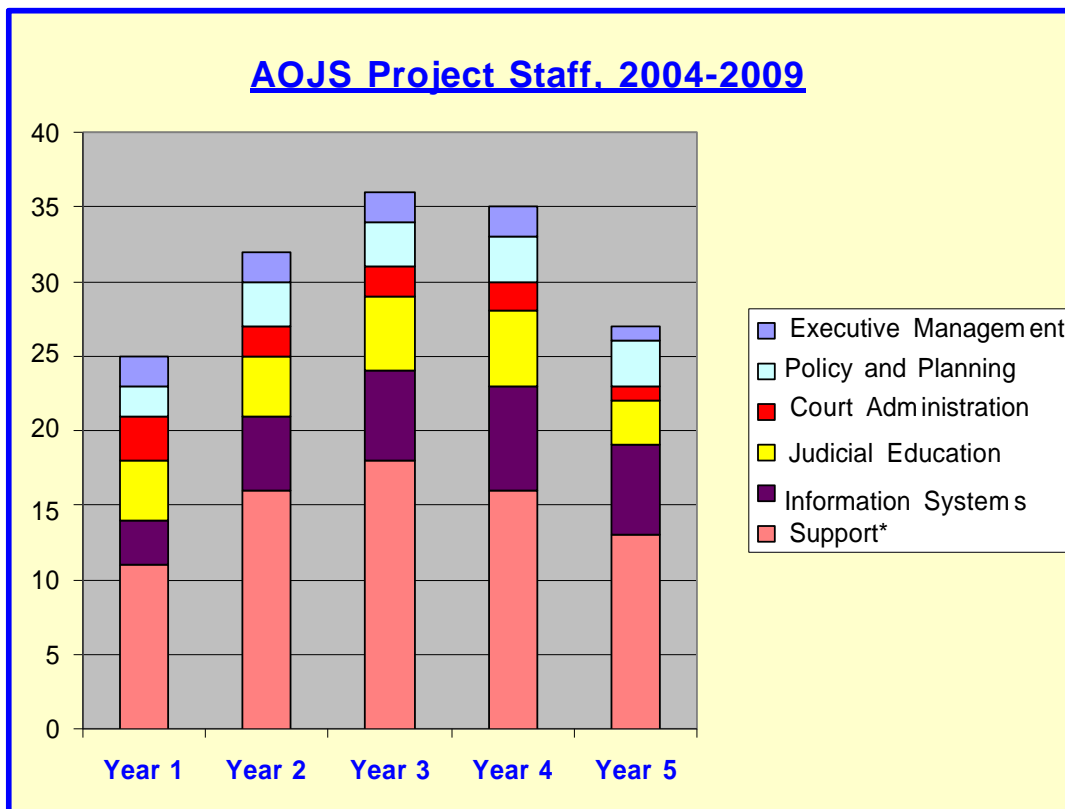
- Michigan State University's Judicial, Education, Reference, Information and Technical Transfer (JERITT);
- The U.S. Judicial Conference's Committee on International Judicial Relations;
- The American Manufacturers Export Group;
- The American University in Cairo; and
- Helmy, Hamza & Partners/Baker& McKenzie.

² Technical Approach, p.18

To implement AOJS II tasks, AMIDEAST selected a team-based approach, organized as follows:

- Court Administration;
- Judicial Education;
- Judicial Information Systems;
- Policy and Planning; and
- Finance and Administration.

The teams reported to a Chief of Party, assisted by a Deputy Chief of Party. It was also envisioned that, to the extent possible, AMIDEAST would transition responsibilities from expatriates to locals as the Project matured and began to phase out. The original Project had six expatriates and 12 local staff. By June 30, 2009, this had been reduced to two expatriates and 17 local staff. Although the number of local staff continued to increase until the final year, the level of expatriate participation declined steadily, as the Project built up the capacity of its Egyptian employees. Below is a summary of Project Human Resources over the life of the Project.



*Includes Office and Accounting Staff, Drivers, and Translators.

Information about the specific work of Technical Partners is available in the Task Sections of the report, which also describe in detail, the progress of the Project over the reporting period of 2004-2009. At the Project's outset however, AOJS envisioned the following accomplishments for each task:

Task	Intended Results ³
1. Replication of Court Reforms	<ul style="list-style-type: none"> • Technology upgraded. • Improvements to court efficiency and transparency. • Increased lawyer confidence in the courts.
2. Nationwide Plan for Replication	<ul style="list-style-type: none"> • MOJ policy and committed resources for replication.
3. Strengthen Capacity of NCJS	<ul style="list-style-type: none"> • Comprehensive system for Continuing Legal Education (CLE). • Increased availability of electronic content.
4. Strengthen Capacity of JIC	<ul style="list-style-type: none"> • JIC management of court technology installations. • National Judicial Information Delivery Center.
5. Strengthen Capacity of MOJ	<ul style="list-style-type: none"> • Policies supporting court modernization. • Court Performance Standards. • Increased participation of women.
6. Participant Training	<ul style="list-style-type: none"> • Increased competency in the judiciary. • Capacity to plan and lead reform.
7. Automate Family Court Mediation Offices ⁴	<ul style="list-style-type: none"> • Technology upgrades. • Improved Staff skills.

Funding

The original value of the AOJS contract was \$23,414,157⁵. \$2,400,000 was added in July 2006⁶ to cover the additional cost of equipment for the Courts ultimately selected by the MOJ for Replication, and another \$2,606,325 was added in 2007 for the work in the Family Court Mediation Offices.⁷ This was followed by another modification in December 2008 to add funds necessary to address a budget shortfall, which was precipitated by the addition of five new courts (3 in Upper Egypt) and higher than expected infrastructure costs. This final modification brought the total value of the contract to \$29,656,540.

Original Contract Value: \$23,414,157		
Modification	Date	Reason
\$2,400,000	July 2006	Equipment costs for Alexandria, Mansoura and 5 Satellite Courts.
\$2,606,325	Feb 2007	Added Family Justice Task.
\$1,236,059	Dec 2008	Revised Estimate to Complete.
Final Contract Value \$29,656,540		

AOJS completed project activities on June 30, 2009 and began demobilization. At this time all institutional support, including supplies, travel and connectivity costs were transferred to the MOJ. A breakdown of Project Expenditures by Task (through March 31, 2009) is as follows:

³ Technical Approach, pp. 7-8.

⁴ Added to Scope of Work in Year 3, Quarter 2.

⁵ Award No. 263-C-00-04-00028-00, Section B.4, August 2004

⁶ Award No. 263-C-00-04-00028-00, Modification 3, July 31, 2006

⁷ Award No. 263-C-00-04-00028-00, Modification 5, February 20, 2007; Award No. 263-C-00-04-00028-00, Modification 6, June 14, 2007. This was added in two tranches (\$687,000 and \$1,919,325) for programmatic reasons.

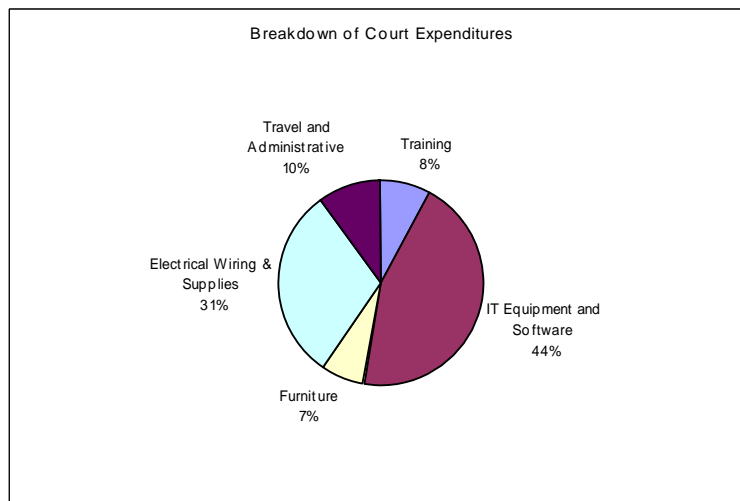
Task	Expenditure (through 3/31/09)
1. Replication of Court Reforms	\$4,785,081
2. Nationwide Plan for Replication	\$210,355
3. Strengthen Capacity of NCJS	\$1,739,603
4. Strengthen Capacity of JIC	\$8,038,288*
5. Strengthen Capacity of MOJ	\$815,214
6. Participant Training	\$4,330,892
7. Automate Family Court Mediation Offices	\$834,339
8. Administration	\$7,075,722
TOTAL	\$27,829,495

* All IT equipment was charged to Task 4

It is also useful to assess capital expenditures by location. These figures do not include labor costs:

Courts	Expenditures (\$)	Mediation Offices	Expenditures
Alexandria	1,303,240	Port Said	118,763
Marsa Matrouh	129,315	Giza	258,274
Mansoura	1,030,697	Minya	280,748
Tanta	555,619		
Mahalla	324,254	MOJ	1,026,210
Qena	521,822	NCJS	675,633
Luxor	372,926	JIC	3,772,201
Hurghada	213,466		

In the Courts, these expenditures, on average, can be broken down into the following categories:



III. OF KEY PARTNERS

The highly centralized structure of the Egyptian government, as well as the long-term objectives of sustainability and executive support, demanded AOJS work closely with the Ministry of Justice, both at the executive level, and with two of its work units, the National Center for Judicial Studies (NCJS)—responsible for judicial training—and the Judicial Information Center (JIC), the unit charged with developing and supporting technology projects in the courts. The following presents the key functions of each of these units, and describes their collaboration with the Project. It also provides an overview of the Courts of First Instance and the general administrative structure of the judiciary in Egypt.

Ministry of Justice (MOJ)

The MOJ has a long history at the centre of judicial operations in Egypt. In addition to the Courts, the Ministry is also responsible for Prosecutors and the Settlement of Family Disputes. Divisions supporting these activities include Experts, Forensics and Real Estate Registration, as well as Judicial Inspection and Court Buildings. The organization of the MOJ is quite hierarchical, and Courts have limited control over budgets and operations.

The Minister of Justice at the outset of AOJS II had scant involvement with the Project. The Director of NCJS acted as Project Liaison, and all management issues were initially run through his office. This changed in 2006 when Counselor Mamdouh Marei was appointed as the Minister. He brought with him a new vision for support of Egypt's Courts and Judges, as well as a willingness to publicly express his support for Project activities. This was particularly timely, as tensions between the Judges and the Government, which had escalated during the 2005 parliamentary elections, had made project work, particularly in Alexandria, more difficult.⁸ The Minister named Counselor Osama Attaweya as his Assistant for Follow-up and Accomplishments and the Judicial Information Center. Counselor Attaweya assumed responsibility for the executive direction of automation projects, and soon after assuming his position, was appointed as the new Project Liaison for AOJS.

To support the centralized structure of judicial operations, the Project worked to strengthen the management and technical capacity of the MOJ. This effort included a Court Management Certification Program, designed to build case management expertise in the Judiciary.

AOJS also assisted in the preparation for the operation of specialized Commercial Courts, with the creation and institutionalization of Court Performance Standards, and with the historic transition to an integrated Judiciary in the Courts of First Instance.

The National Center for Judicial Studies (NCJS)

NCJS is responsible for designing and implementing training and continuing education programs for the Egyptian Judiciary as well as for selected court and MOJ staff. This includes introductory training, provided annually to new Judges, as well as *ad hoc* continuing education programs. The Center also offers programs to participants from other countries. The main office is in Cairo,

⁸ See, for Example, President effects minor cabinet shuffle, Daily Star Egypt, August 29, 2006 (<http://www.dailystaregypt.com/article.aspx?ArticleID=2774>); and **Egypt's Judges Step Forward: The Judicial Election Boycott and Egyptian Reform**, Nathan J. Brown and Hesham Nasr, May 2005, Carnegie Endowment for International Peace (www.carnegieendowment.org/files/PO17.borwn.FINAL.pdf)

and NCJS has established a satellite site in the Alexandria Court of First Instance. Most of the employees are based in Cairo, and the facility there includes a number of classrooms, an auditorium and a research library. NCJS is headed by the Assistant to the Minister of Justice for NCJS Affairs. Counselor Ali Shakeeb held this position at the beginning of AOJS II through January 2007. The new Minister of Justice then named Dr. Hassan Bassiouny, the current officeholder, to the position in February 2007.

The head of NCJS is aided by the Secretary General, who supervises the General Secretariat and Public Relations Department. The Five members of the Technical Bureau oversee the implementation of training programs. NCJS has approximately 80 total staff, the bulk of which are assigned to support positions relating to training delivery.

Over the life of the Project, AOJS II worked closely with NCJS to enhance its capacity for training and support. This work included curriculum assessments; faculty training; the construction of a training database; a major renovation of the library facilities, collection and catalogue; and the creation of a website to provide better services for members of the judiciary.

Oft discussed over the last three years of the Project were plans to create a Judicial Education Academy to manage the training of new Judges and a program of continuing judicial education. The MOJ began renovating a building in Cairo for this purpose in 2007, and plans included accommodations for trainees and expanded service capabilities. The need for such an institution was further heightened by the Ministry's assumption of an entire floor of the NCJS building in Cairo in 2008 to house one of the newly created Economic Courts. This effort was beyond the scope of AOJS II, and the future of the planned academy is not clear at this time.

The Judicial Information Center (JIC)

JIC was founded in 1990 to develop and support automation activities in the judiciary, including the MOJ and all Courts nationwide. Over the past ten years, JIC technology initiatives have included the deployment and management of a Wide Area Network (WAN) which will eventually connect the entire Judiciary; development and maintenance of court management software, judicial websites and research tools; and installation and support of IT equipment. In addition, the JIC has become a "decision support center" for the MOJ, capable of providing statistical data and aggregate information from the courts to decision makers at the MOJ.

The JIC Director is a Counselor, who reports to the "Assistant to the Minister for Follow up and Accomplishments and JIC Affairs," who in turn reports directly to the Minister. Counselor Ahmed Hany, the JIC Director, has occupied this office for over four years. Previously, the Center had been led jointly by a senior judge and a technical manager, under the leadership of an Assistant to the Minister for JIC Affairs, who was not deeply involved in Project activities. Although the organizational structure at the JIC includes two Judges reporting to the Director, the JIC runs as a flat organization, with most of the day-to-day decisions made at the highest level.

At the end of the AOJS I Project, JIC had approximately 65 staff members, including 47 technical and 17 administrative staff. These numbers represented a significant increase in staffing, which was reported by AOJS I as "evidence of increased awareness in Egypt regarding the importance of technology as a support tool for achieving performance improvement in the workplace."⁹ By June 2009, the Director of JIC reported that the staff had increased to 80, of which 60 were technical employees. Although difficult to verify, this information is consistent with the expanded scope of JIC responsibilities.

⁹ AOJS I, *Final Report*, p.13

AOJS collaborated very closely with the JIC over the life of the Project, both to implement projects in the Courts and to develop the capacity of the organization to serve as a Data Center and Network Hub for Egypt's judiciary. Together with JIC, AOJS built a comprehensive case management system; developed an implementation strategy for replication, and deployed a new case management system in four Courts of First Instance and four satellite courts. Following the AOJS deployment model, JIC automated five Courts of First Instance independently. The Project also assisted JIC in the construction of a website, as well as pages for NCJS and MOJ, all three of which are now supported by the JIC. Additionally, AOJS designed and implemented a nationwide video conferencing solution, connecting eight Courts of First Instance, as well as the MOJ and NCJS.

In addition to over \$1 million worth of IT equipment, AOJS provided 64 JIC staff with 111 training courses over the life of the project. These programs included web design and development; database administration; network configuration and system security procedures in addition to management programs supporting the JIC capacity building.

The Pilot Courts

The Egyptian judicial system is structured hierarchically. At the highest level in this structure are the Court of Cassation and the Supreme Constitutional Court. Below are eight Courts of Appeal, which hear appeals from 25 Courts of First Instance. Below these courts is another layer of "Partial" Courts (324 in total), which have jurisdiction over small claims and certain misdemeanors.

Although the Courts of First Instance have criminal and family jurisdiction as well, these case types were not within the scope of the AOJS project, which worked exclusively on civil cases in the Courts of First Instance. These Courts have jurisdiction to hear the following types of disputes:

- Bankruptcy;
- Tax;
- Commercial, labor and civil cases (with disputes over LE 40,000); and
- Appealed commercial, labor and civil cases with disputes below LE 10,000 (appealed from Partial Courts).

Within each Court of First Instance, a Chief Justice provides executive direction and administrative oversight. Cases are heard by three-judge panels assigned to specific case types; the panels conduct sessions three days per week. When they are not in session, Judges are not at the courts, as they are not provided with office space. The MOJ can rotate Judges—including Chief Justices—in and out of courts on an annual basis, although there are no set rules governing these procedures. Over the life of AOJS II, the Alexandria and Mansoura Courts of First Instance both saw new Chief Justices (3 in the case of Alexandria and 2 in the case of Mansoura), while, at least during their time of collaboration with the Project, the Chief Justices in Qena and Tanta remained the same. Below is a summary of the makeup in 2007-08 of each court in which AOJS worked. These numbers, taken directly from the data provided annually by each court to the MOJ, are further discussed in the Task 1 section of the Report.

Court	Judges	Panels	Staff	Total Cases	Filings	Dispositions
Mansoura (4 Satellites)	161	47	968	16,615	42,616	26,001
Alexandria (1 Satellite)	183	91	1,883	124,128	21,317	23,866
Qena (7 Satellites)	58	8	388	19,775	7,972	13,134
Tanta (1 Satellite)	170	31	915	15,388	15,388	23,298

Each court is organized around 18 Departments headed by a Senior Clerk, who supervises a number of circuit clerks. These include the following units:

Court Departments					
• Civil	• Claims	• Copies	• Orders	• Accounting	• Compensation
• Commercial	• Deposits	• Correspondence,	• Investigations	• Collections	• Typing Pool
• Taxes	• Archives	• Follow-up	• Statistics	• Personnel	• Experts Office

There are also a number of auxiliary work units that affect case processing. These include the Experts Department, an independent office under the MOJ to which cases are referred for expert opinion; the Department of Forensic Medicine, responsible for conducting autopsies or studying forgery; and the Service Department, responsible for writs of summons and the execution of court sentences or judgments.

The original AOJS contract called for work in one large court (Alexandria) and one small/medium court (tentatively either Suez or Port Said). Modification 3 of the contract replaced the small/medium court with Mansoura, as well as adding that AOJS was expected to work in the satellite courts for each location (making six sites in total). Modification 10 confirmed the addition of Qena and Tanta, as well as satellite locations in Luxor, Hurghada and Mahalla. At this time, the MOJ dropped Mansoura satellites from the scope of work, leaving the final number of courts receiving technical assistance from AOJS at 8 (Alexandria, Marsa Matrouh, Mansoura, , Qena, Luxor, Hurghada, Tanta and Mahalla.), double the number originally planned.

Task 1: Replication Of Court Reforms Implemented Under AOJS I

The Contractor shall:

[replicate court reforms implemented under AOJS I] in the large court in Alexandria and a small/medium court, either in Suez or Port Said (tentatively selected).

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4

Achievement of Strategic Results

AOJS II went beyond replication of AOJS I, building a comprehensive case management system (on a different operating platform) whose capability far exceeded its predecessor. The Project also deployed these expanded reforms in two of the country's largest courts (Alexandria and Mansoura), as well as two additional Courts of First Instance and four satellite locations.

A summary of significant Strategic results under Task 1 includes:

- Full complement of Court Reforms implemented in 8 Courts.
- Business Process reengineered to improve public service.
- Case Management Software developed by AOJS implemented independently by JIC in 5 courts.
- 894 Court Staff trained in Basic Computer Skills and ECMA application.
- Set up training and Judges Research Rooms in 5 Courts.
- 48 Court Staff trained to provide IT support.
- Comprehensive assessment of two Courts to assist in the development of a nationwide plan for replication (see Task 2).

Original Performance Targets for Transparency met in all Courts

- **Computer-generated hearing rolls.**
- **Case information available to the public at an Information Desk.**
- **Case-filing receipts issued electronically.**
- **Panels randomly assigned.**

Summary of Implementation Progress

In November 24, 2004, the Minister of Justice officially announced that the first two courts to be the focus of AOJS II would be the Alexandria and Mansoura Courts of First Instance. This decision increased the anticipated scope of the project because these Courts are two of the largest in the country. Moreover, the five satellite locations (Dekernes, El Manzala, Mit Ghamr, Sherbin and Marsa Matrouh) had not been factored into initial planning.

Compounding this initial challenge, AOJS II encountered a major setback in Year 1, Quarter 2, when the Project's implementing partner for the IT Solution, Intercom Enterprises, did not provide the Judicial Information Center with sufficient alternatives from which it could select the preferred information technology system for the nationwide solution. Intercom provided only

an architecture based on IBM products (as employed in AOJS I), whereas the Ministry was interested in also considering a Microsoft solution. To address this situation, the Project and JIC developed a Request for Proposals (RFP) to identify a Microsoft solution. A competitive bidding process was announced on March 10, 2005, and AOJS signed a subcontract with Raya Integration on June 23, 2005, to implement the Microsoft solution it had proposed. This change in project design consumed *over six months* in implementation time.

After identifying a new IT subcontractor (Raya Integration), AOJS developed and submitted the planned information technology solution for review by the USAID Office of Information Resource Management (IRM) on June 14, 2005, and incorporated the forthcoming recommendations into the Project Plan. These were used to develop an initial procurement order for over \$2 million of hardware and software. (See Annex I for a full itemization of all procurement efforts, organized by location).

Over the course of the year, the Project worked closely with the Ministry of Justice and the Chief Justices of the two designated Courts to develop and execute a multi-faceted plan for implementing reforms to civil and commercial case processing operations. Driven by thoroughgoing assessments of operations in Alexandria and Mansoura, plans for going forward were built around a central front counter, which consolidated many of the previously scattered events related to case filing and the litigation process. The plan also



Mansoura Court of First Instance New Front Counter

included substantial site preparation for power and data nodes, the electricity component of which had not been originally envisioned as part of the scope of the project. At this time, the original understanding, which was that the Ministry would take responsibility for all infrastructure work (as had been the case under AOJS I), was more fully articulated to divide responsibilities between the counterparts, such that the MOJ assumed responsibility for design and construction of the front counter, and AOJS for the electrical network, including all necessary power and data nodes.

Year 2

Building on the comprehensive assessments in Alexandria and Mansoura, AOJS II worked closely with the JIC to further develop and execute the implementation plan in the two courts. Because the Enhanced Case Management Application (ECMA) was developed in two phases, initial work focused on the Front Counter (case filing) and typing pool modules, with



H.E. Counselor Marei, the Minister of Justice opens the Front Counter in Alexandria.



back-office operations scheduled for Year 3, when Phase II was scheduled for release.

The Project completed substantial electrical and network rewiring in both courts and successfully set up automated Training and Judges' Research Rooms, where Judicial Research software developed by the JIC was installed. AOJS II also facilitated basic computer skills training for Court Staff, and worked with the JIC to identify and plan training for staff to assume IT support responsibilities.

Year 3

AOJS II achieved two major milestones in Year 3 with the official opening of the Front Counter in Alexandria (November 25) and Mansoura (December 3) by His Excellency, Counselor Mamdouh Marei, the Minister of Justice. Both openings received excellent press coverage, heralding a reduction in the number of steps needed to file a civil case, increased transparency of administrative procedures, and more accessible information to the public. AOJS II also completed the electrical infrastructure for Alexandria, Marsa Matrouh and Mansoura, where ECMA II—the second phase of the new case management system, which upgrades current systems and adds back office functions, was deployed for testing.

In addition to this work, AOJS II initiated replication efforts in two new Courts of First Instance selected by the MOJ, Qena and Tanta, and three of their 8 respective satellite courts in Luxor, Hurghada, and Mahalla. This action marked the decision of the MOJ to adopt the “horizontal” approach (full replication of all components in fewer courts) as opposed to the “vertical” (replication of fewer reform components in more sites)¹⁰. AOJS II conducted kickoff meetings with the Chief Justices, and the MOJ and the Project's subcontractor began design efforts for the Front Counter renovations and necessary electrical and data infrastructure work. AOJS II also submitted an IT plan to the USAID Bureau for Management/Program Management Office/Business Enterprise Architecture (M/PMO/BEA)—the new name for IRM—for review of the design, commodities, and services proposed for the new sites.

Year 4

In Year 4, AOJS completed work in Alexandria and Mansoura, and also made substantial progress in the six remaining locations. This work included a field-ready version of the custom-built case management software—ECMA Phase II—which, apart from minor modifications going forward, marked the end of the software development phase of this project. Because this work followed the plan implemented in Alexandria and Mansoura and documented in the RAMP (see Task 2), implementation proceeded more smoothly and rapidly. Additionally, because the MOJ construction projects in the five courts lagged slightly behind the implementation schedule, AOJS deployed the typing pool module initially in all locations and developed a workaround involving a phased implementation of discrete departments. The only uncertainty at this time involved the Alexandria Satellite Court in Marsa Matrouh, where the MOJ had not yet begun any construction work.

Unplanned/Additional Activities

The following were not initially part of the plan for “replication”, or did not fit within the limits suggested by the term:

- Different system platform (Microsoft);
- Inclusion of satellite courts;
- Electricity and wiring site preparation; and
- Judicial Research Room.

¹⁰ *Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4, Footnote 3*

Pursuant to a discussion of available project resources and schedule constraints with USAID and the MOJ in January 2008, the Mansoura satellite courts were dropped from the implementation plan, leaving only eight sites. This number is still double the number of locations originally envisioned under the “horizontal approach.”

Year 5

In Year 5, AOJS completed deployment in the remaining courts, following the methodology developed in Alexandria and Mansoura. The Project also continued to make minor modifications to the ECMA software as problems became evident through use in the courts. The software was finalized—at least as far as AOJS-sponsored versions are concerned—after the Ministry standardized the table of decision types available for input in June 2009.

Although implementation was troubled by various delays and setbacks typical of such projects, AOJS and the JIC developed a mutually agreed template for the project, which helped achieve timely completion in all sites. This methodology, along with the dates for completion of each component in all sites, is presented in the following table:

Task	Alexandria 06/05-6/08	Mansoura 7/05-5/08	Qena 2/08-10/08	Luxor 2/08-12/08	Hurghada 2/08-2/09	Tanta 5/08-5/09	Mahalla 5/08-5/09	Marsa Matrouh 5/06-4/09
Basic Computer Training	6/05	7/05	3/08	3/08	3/08	7/08	7/08	3/09
Training Room	12/05	12/05	9/08	9/08	2/08	5/08	6/08	1/09
Judges' Research Room	2/06	2/06	10/08	9/08	N/A	9/08	N/A	N/A
Procurement	5/06	5/06	10/08	10/08	10/08	1/09	1/09	5/06
Network Connections	10/06	10/06	5/08	5/08	5/08	12/08	12/08	5/08
Wiring & Electricity	1/07	6/07	10/07	5/08	2/08	5/08	5/08	6/07
Server Setup	8/07	8/07	8/08	8/08	9/08	5/09	5/09	11/08
Typing Pool	12/05	12/05	2/08	2/08	3/08	10/08	10/08	1/09
Deploy ECMA	3/06 (I) 6/08 (II)	9/06 (I) 5/08 (II)	10/08	10/08	11/08	5/09	5/09	3/09
Train Staff	9/05 (I) 6/08 (II)	9/05 (I) 6/08 (II)	11/08	10/08	2/09	6/09	6/09	4/09
Go Live	11/06 (I) 8/08 (II)	11/06 (I) 8/08 (II)	12/08	12/08	2/09	6/09	6/09	4/09

Although concurrent software development and construction projects were major impediments to staying on schedule, the Project was able to complete implementation in all sites, a number considerably larger than envisioned by the original contract.

Additionally, a better understanding of implementation issues, roles and responsibilities helped AOJS and JIC to compress the implementation schedule to approximately 12 months in the second set of courts. Given the scope of training and infrastructure requirements, as well as the third party dependencies for construction and procurement, there does not appear to be much

room to improve on this implementation time. Moreover, the logistical difficulties concomitant with travel to more remote locations around the country, may make subsequent implementations more difficult.

Enhanced Case Management Application (ECMA)

ECMA development was divided into two phases: Phase I, which encompassed case filing, fees review and the typing pool, was deployed for testing at JIC in October 2005 and then installed in Alexandria and Mansoura in 2006. Phase II expanded the capabilities to cover back office operations, including claims, deposits, archiving and official copies. This software was handed over to the JIC for testing in December 2006 and approved for installation in Alexandria and Mansoura in October 2007.

The recommendation of a USAID-funded technical evaluation led to the subsequent abandoning of expensive, unneeded content management software (Filenet) in March 2008, and use in the courts revealed a number of needed fixes to the software over the course of the project. In total, during the life of the project, over 200 updates were made to the system, many of which contained multiple changes.

Once a relatively stable product was working in the Courts, AOJS and the Ministry turned to the capabilities for case management reporting provided by the system, as well as a quality assurance methodology to ensure the correct entry of data in the field. AOJS provided the MOJ with a draft Quality Assurance Plan in 2009 and compiled a complete set of reports from the systems in Alexandria and Mansoura. These reports revealed a number of inconsistencies in the data collection and presentation that had been missed in the testing process at JIC. Working with two judges at the MOJ—graduates of the Project’s Court Management Certification Program (see Task 6)—AOJS oversaw a number of additional changes to the software, culminating in a complete redoing of the decision tables in 2009. Although these changes interfered with the Project’s ability to assist in the use of court data for improved decision making, the attention paid by the MOJ to the need for standardization across the judiciary is anticipated to provide a major boost to the capacity of the Government to better manage staffing and other resources in Courts throughout the country.

Processes Improved by ECMA

- Fees estimation and collection
- Case Filing
- Panel Assignments
- Indexing
- Notifications
- Company establishment contracts
- Official certificates and copies
- Archiving
- Deposits
- Experts
- Correspondence
- Fees revision
- Typing Pool
- Statistics & reports

Key Documentation

Most documentation relevant to this task was approved by the JIC and is thus reported under the Task 4 section. AOJS did, however, prepare complete sets of documentation for each court, including all relevant electrical and network design drawings. These were delivered in Year 5. Other key material is presented in the following table:

Item (See Annex II for full list)	Date
Alexandria Assessment Report	Year 1
Alexandria Strategic Plan 2005-2007	Year 1
Mansoura Strategic Plan 2005-2007	Year 1
Alexandria Action Plan 2005–2006	Year 1
Mansoura Action Plan 2005–2006	Year 1
Mansoura Assessment Report	Year 2
Court Implementation Schedule	Year 4

Training Table

The following table presents the key training programs provided to Judges and staff in conjunction with this task:

Program	Achievement
Change Management Strategic Planning Case Management	18 Change Management Courses for 306 judges and 57 staff in Alexandria and Mansoura Courts of First Instance, March 2005 – May 2006. 2 Strategic Planning Workshops for 36 judges and 44 staff to develop 3-year strategic plans for ACOFI and MCOFI, February 2005 and April 2005 respectively. 3 Courses in Case Management for 110 judges in ACOFI and MCOFI, April – June 2005
Basic Computer Skills Microsoft Word	80 courses for 894 individual staff in 8 Courts, June 2005-July 2008
Computerized Legal Research	4 courses on Computerized Legal Research for 19 judges and 1 staff in ACOFI on utilization of legal database, September 2005
ECMA User Training	Application training for 894 individuals December 2005 – May 2009
Court IT Support	48 Court staff in Alexandria, Mansoura, Qena, Luxor, Hurghada, Tanta, and Mahalla received IT technical support training to sustain the automated systems and provide hardware printers maintenance, November 2006 – November 2008

Problems and Recommended Solutions

The original Project Plan focused on building the capacity for strategic planning and change management in the Courts. To support this effort AOJS provided 18 programs for 306 judges and 57 staff in Alexandria and Mansoura in Change Management and 2 Strategic Planning Workshops for 36 judges and 44 staff. Subsequent developments in these Courts, however, demonstrated the clear desire of the MOJ to firmly control all aspects of implementation, from

the location of the Front Counter to the purchase and provision of office supplies. As a consequence, AOJS focused its strategic planning efforts on the MOJ and the JIC, and did not conduct similar programs in subsequent locations. Although ceding increased control over operations and budget to the Courts could yield major benefits for the judiciary, the prospects for such a change in policy seem remote at this time.

The first infrastructure work—wiring for the Typing Pools in Alexandria and Mansoura—necessitated the reinstallation of more expensive, higher quality materials subsequently identified by JIC as the only acceptable materials. These materials have been used in all subsequent rewiring projects. Related to this issue, the Project and the MOJ developed and instituted a written review and approval procedures for all commodity purchases.

Delays in construction of the Front Counters —awarded to outside contractors by a division of the MOJ which managed all aspects of procurement and implementation—impacted the Project schedule. To mitigate these issues AOJS II coordinated with the JIC on a plan to have the Courts independently make necessary renovations to the server rooms and developed an implementation schedule to work around this issue to the fullest extent possible. In addition, the need to import electrical equipment from Europe for both Alexandria and Mansoura added time to the implementation schedule, and the replacement of Beni Suef with the Qena Court of First Instance by the Ministry was also unexpected and moderately slowed efforts to begin implementation at the more distantly located new sites. Finally, a lack of progress in Marsa Matrouh necessitated the automation of court processes without the installation of a consolidated Front Counter.

ECMA II deployment in the Courts was delayed as JIC and the Project continued to test the software and report issues to the developer. In addition, problems with the software not identified during the initial testing process necessitated a number of minor fixes "on the fly" and delayed the availability of meaningful data for analysis. AOJS recommends that court staff be involved in the testing of future upgrades.

There were also lengthy discussions in Year 1 about how to address the data from pending cases—which had not been entered into the new system. The JIC initially wanted to enter all data and to scan all case file documents, and AOJS ultimately agreed to subcontract the task of data entry. In subsequent implementation sites, the courts themselves assumed the responsibility for this task. The balance between the extra work of entering data from pending cases and the problems of running parallel systems until older cases are closed is a decision that is probably best left to each Court.

Task 2: Develop a Plan for Nationwide Replication

Objective

During the first year of project implementation, the contractor shall establish detailed cost estimates and baseline data for all Civil/Commercial Courts in Egypt. Based on this information, the contractor shall develop a strategic plan for nationwide replication of modernized Civil/Commercial court systems. The contractor shall work with the MOJ to answer the following strategic questions: which courts to address in which sequence, and which court functions to computerize in which sequence; should some courts be automated entirely before moving on to others, or should limited upgrades be provided to all of the courts? ...

If it is decided that a horizontal implementation approach is to be used, the Contractor shall replicate the full complement of AOJS Court reform in at least two additional courts. If a vertical implementation approach is used, the Contractor shall implement the selected AOJS court reform in at least 12 courts.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4

Achievement of Strategic Results

As can be seen from the statement above, USAID's goal for Task 2 was to develop a plan for addressing subsequent deployments in the remaining Courts of First Instance. Over the life of the project, AOJS and the MOJ developed a methodology for implementation that was followed in eight courts by AOJS II and used independently by the Judicial Information Center in 5 Courts of First Instance. It is important to note that, due to the high value and ease of implementation of the Typing Pool module, as well as delays in construction work on the front counters, virtually all of the AOJS sites automated this process first, before moving on to case filing and back office operations.

Strategic Planning Scorecard	
Strategic Objective (from Contract)	Result
Implementation sites and sequence.	Locations chosen independently by MOJ.
Selection and prioritization of court functions to be automated.	ECMA I: Case filing, Fees Review, Typing Pool. ECMA II: claims, deposits, archiving and official copies. Establishing server environment, network connectivity and training room before court functions greatly facilitates implementation.
Evaluate viability of complete automation vs. limited upgrades	Parallel implementation can work if properly resourced. Case filing and Typing Pool offer the biggest return on investment, and can be automated independently or incrementally.

Based on preliminary results from the first two sites (Alexandria and Mansoura) the MOJ selected the horizontal approach to integration, designating Qena and Tanta (along with three satellite locations) for replication. Pursuant to discussions with MOJ and USAID, the Project also deployed videoconferencing in 11 Courts of First Instance and 2 central locations at the Ministry of Justice and the National Center for Judicial Studies. These connections were facilitated by the network designed and deployed by AMIDEAST in collaboration with the JIC (see Task 4). The installation of the videoconference facility in these locations has proven to be extremely beneficial for it helped in facilitating a number of events, including meetings with colleagues and experts overseas, discussions between the Minister and Chief Justices, as well as the conducting by NCJS of training programs in multiple locations.

Although the MOJ selected the horizontal approach to integration, based on the phased deployment of ECMA I and II, as well as the initial setup of the typing pool, it is clear that the vertical approach is equally workable. It is important, however, that the server and network environments be established to optimize this process.

Although personnel changes at the JIC and the MOJ impacted the development of the Plan for Replication, and AOJS II was not directly involved in strategic discussions regarding future deployment sites, it is evident that Egypt has fully embraced the nationwide plan for replication developed over the life of the Project. The viability of this model was further confirmed in a “*Rapid Technical Assessment*” by USAID in June 2008 (See Annex II). This methodology was also adopted for use in use—in a more limited fashion—for Task 7, when AOJS II assumed responsibility for the automation of Mediation Offices in the Family Courts.

Summary of Implementation Progress

The Project, began with a plan to conduct—in collaboration with JIC—a survey of the Courts of First Instance remaining to be automated, in order to compile data about the facilities, IT equipment, number of Judges and staff, and caseloads. This survey was designed to use the data collection tool developed for use in the Alexandria and Mansoura assessments (see Task 1) to assist in decisions regarding the location and scope of the plan for replication.

Although AOJS II took steps toward the implementation of this survey, the JIC decided to assume independent responsibility for the data collection. The results of this effort were not shared with AOJS, but the basic similarity of each court recommended a scaling back of this effort nonetheless. Based on work in Alexandria and Mansoura, the scope of assessment was narrowed to an analysis of the requirements for power and network infrastructure; the selection of sites for the Front Counter and the Training, Server and Judges Research Rooms; along with the equipment and furniture needs for each site.

This methodology was captured in the Replication Master Plan (RAMP), as well as the ECMA Implementation schedule, and implemented by AOJS in Qena, Hurghada, Luxor, Mahalla and Tanta. Although the MOJ initially selected Beni Suef, this was quickly replaced with Qena, and did not impact the schedule. In Marsa Matrouh, after assessing the site, followed by a prolonged period of deliberation, the MOJ decided that major construction was unnecessary, and that court operations could be consolidated within existing infrastructure. This action saved considerable time and money, and will likely be followed in other Courts. The RAMP sets out a model based on the following steps:

1. Assess site requirements (Furniture/Supplies/Infrastructure);
2. Order IT equipment;

3. Design and complete infrastructure work;
4. Order and deliver furniture and supplies;
5. Install IT equipment; and
6. Train staff.

The plan for replication in the courts included the following elements:

- Front Counter (Filing, Fees and Public Information)
- Random Case Assignment
- Automated Scheduling
- Training Room
- Judges Research Room
- Server Environment
- Wide Area Network Connectivity
- Automated Typing Pool
- Electronic Archiving
- Copies and Certificates

The Replication Plan was expanded to include the installation of videoconferencing in all automated courts, including sites implemented independently by the JIC. In addition to the exponential utility of more connection points, this process helped to ensure optimum data throughput speeds in all automated Courts.

A capsule summary of the planned activities for this task, along with achievements, are presented in the following table. More detail is available in the Quarterly and Annual Reports:

Videoconference Sites Installed by AOJS

Alexandria	Qena	Damiyat
Mansoura	Tanta	Port Said
MOJ	North Cairo	Minya
NCJS	Ismaleya	Beni Suef
		Suez

Planned Activity	Achievement
Year 1	
Assessment of 20 Courts of First Instance	Developed plan for RFP. Developed revised strategy for JIC to conduct survey and collaborated on Streamlined Data Collection Tool.
Year 2	
Assessment of 20 Courts of First Instance	Reported Complete by JIC. ¹¹

¹¹ Not shared with AOJS II Project

Planned Activity	Achievement
Develop Replication Master Plan (RAMP) based on progress in Alexandria and Mansoura ¹² .	Completed.
Year 3	
Update RAMP.	Completed updating of Version 1.1.
Year 4	
Install video conference capability at the NCJS and selected Courts of First Instance.	Completed.
Year 5	
Install video conference capability in additional Courts of First Instance.	Completed in 2009.

Key Documentation

Item ((See Annex II for full list)	Date
Replication Master Plan Version 1	2007
Replication Master Plan Version 2	2008
Implementation Plan for Videoconferencing	2008-2009
Implementation Plan for Family Court Mediation Offices	2008-2009

As the USAID indicator below demonstrates (see Theme II), AOJS II has had a major impact in developing a model for replication of court reforms:

¹² Unplanned Activity

USAID Performance Indicator 2.1.3.a: Number of USG Assisted courts with improved case management. (Cumulative Numbers)						
	2005	2006	2007	2008	2009	TOTAL
Targeted	0	2	8	22	29	29
Actual	0	2	7	16	29	29
Courts Automated by AOJS II	Alexandria Mansoura		Qena Luxor		Hurghada Marsa Matrouh	Tanta Mahalla
Courts Automated by JIC using software developed by AOJS II	Suez Port Said		Damietta Minya		Beni Suef	
Mediation Offices Automated by AOJS II Project using software developed by JIC.	<u>Giza</u> El Saff El Badrasheen El Ayyat MOJ		<u>Minya</u> Maghagha El-Edwa Beni Mazar Mallawy Markaz Mallawy Bandar			<u>Port Said</u> 3 offices at main court

Problems and Recommended Solutions

The successful deployment of the plan for replication in 29 Courts of First Instance and Mediation Offices, including 5 Courts of First Instance automated independently by the JIC, suggests that the overall Project results for this task should be considered as fully successful. However, these efforts should be viewed through the lens of interoperability and sustainability. There are two issues in this area, presented below, along with recommended solutions.

- 1. Equipment procured by the MOJ was different than that procured by AOJS II.**
Because of the rules regarding overseas procurement, the IT equipment procured independently by the MOJ was different from that procured by AOJS II. It is recommended that future projects consider a waiver authorizing local procurement of IT commodities. This should reduce costs, improve delivery times, and provide a more robust environment for support.
- 2. The MOJ should develop a plan for integration and interoperability.**
Over the life of the project, AOJS II became aware of separate, though related projects. Examples of these include the automation of case management for criminal cases and the Economic Courts, as well as an MOJ initiative to automate the minutes from court hearings. It is not clear that these projects are being pursued with an eye on future integration. To the extent that these and future efforts are based on common standards and an *Enterprise Architecture* model, the Judiciary will reduce costs and increase capabilities over time.

Both of the foregoing are symptomatic of the challenge of the collaborative environment envisioned by Amideast at the project outset. Although the vision of the AOJS Project was to

collaborate with the MOJ on strategic planning regarding replication, these decisions were taken independently by the MOJ.

Task 3: Strengthen the Administrative and Technical Capacity of NCJS

The Contractor shall:

- Y Train judges to enhance the quality of their decision making;
- Y Train court personnel, including experts, to enhance the efficiency and effectiveness of the court system; and
- Y Enhance the quality of the support services it provides in its research, education and training.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4

Achievement of Strategic Results

As NCJS is the primary arm of the MOJ for training judges, AOJS worked to develop its capacity to manage training for judges and staff. However, because of its limited capacity, as well as internal decisions at the MOJ and JIC to independently undertake training programs, only those activities directly involving NCJS are reported in this section. Moreover, the fact that the Project Liaison at the Project's beginning was the NCJS Director contributed to a focus on the institution somewhat disproportionate to its role within the Ministry and the project. Nevertheless, despite the Project's attempt to institutionalize the management of training programs and to build support for a program of Continuing Judicial Education, these functions were not fully adopted by NCJS, and the provision of training beyond the introductory program for new judge remains *ad hoc*. For this reason, only activities directly related to capacity building at NCJS are included herein. The significant achievements of the AOJS II Project at NCJS included the following:

- AOJS provided 5 Basic TOT courses for 68 Judges, 2 Advanced TOT for 24 judges and 1 Masters TOT for 14 judges.
- AOJS renovated the NCJS library and automated its catalogue
- AOJS installed videoconferencing capabilities for NCJS facilities in Cairo and Alexandria
- AOJS created an NCJS website and an automated training management system

Summary of Implementation Progress

Over the life of the project, AOJS worked to expand the curriculum of NCJS and to build the capacity of its faculty. This work included 8 Training of Trainers (TOT) programs, as well as a number of recommendations to improve the education and selection process for judges. AOJS also provided IT equipment to NCJS staff, including the creation of a state-of-the-art videoconferencing facility, and the development of a website and an electronic clearinghouse to track NCJS courses, faculty and students.

On a policy and planning level, the Project completed a Judicial Education Plan and a report on Judicial Selection practices, neither of which produced any degree of response.

The Project also completed a complete renovation of the NCJS library, including new furniture, electrical and data wiring, IT equipment and automation and reclassification of the library holdings.

A capsule summary of the planned activities for this task, along with achievements, are presented in the following table. More detail is available in the Quarterly and Annual Reports:

Planned Activity	Achievement
Establish Working Group at NCJS with senior management and staff	Working Group established in Year 1. Cancelled in Year 2. ¹³
Enhance NCJS website	<p>Developed the content and design during Years 1 and 2. The website was finalized and launched in Year 3.</p> <p>NCJS assigned one IT Manager, one Webmaster, and two data entry staff for the website. Training was conducted in Year 4.</p> <p>Responsibilities for website support transferred by the MOJ to the JIC in Year 5.</p>
Develop electronic judicial/legal information clearinghouse, training resource database with on-line access that will include directories of courses, trainees, course materials, publications and distance learning products	<p>Gathered requirements and delivered analysis in 2006.</p> <p>Presented Prototype for the Egyptian Judicial Education and Training System (EJETS) databases: Judicial Education Instructors, Judges, and Curriculum in January 2007.</p> <p>Completed and installed Version 1 (Judicial Education Instructors, Judges, and Curriculum) in Year 5.</p> <p>Trained 8 Staff in July 2007, then 12 more in July 2008 after more enhancements were introduced to the system.</p>
Complete installation of server environment and connect NCJS to JIC wide area network.	Completed.
Review and enhance existing NCJS courses for judges	<p>Conducted a thorough assessment of NCJS curriculum in 2005.</p> <p>Developed and presented a Master Kit on Judicial Leadership in Year 3.</p>
Develop and implement core continuing judicial education courses	Based on courses developed and implemented with other USAID Projects (see Task 6) AOJS developed 10 Master Kits for possible replication by NCJS, on the following topics:

¹³ AOJS worked with various members of the NCJS Technical Bureau on specific tasks; its attempt to institute a framework for collaborative planning was as unsuccessful here as everywhere else.

	<ul style="list-style-type: none"> • IP Injunctions • Foreclosure • Electronic Signatures. • 7 Master Kits on topics for Economic Panels: <ul style="list-style-type: none"> ○ Overview of Economic Panels, Companies, Bankruptcy, and Commercial Notes ○ New Concepts in Commercial Law ○ Court Management and Administration ○ Mortgage Finance, Lease Financing, Maritime and Aviation Laws ○ Central Bank, Banking, Documentary Credit, Capital Markets and Stock Market ○ Insurance, Consumer Protection, Competition, Taxes, Customs and E-Signature ○ Intellectual Property and Banking
Strengthen NCJS human resource management system (policies and procedures)and implement staff training	<p>Developed recommended policies and procedures.</p> <p>Developed procedures manual and job descriptions.</p> <p>Conducted the following courses:</p> <ul style="list-style-type: none"> • Strategic Management • Change Management • Project Management Essentials • Use of email and electronic resources • Monitoring and Evaluation Basic Principles • Information Science and Technology Program • Public Administration Program • Secretarial Course • Effective Management Skills Workshop
Develop Career-Long Judicial Training Plan	Draft submitted in 2005
Increase the number and upgrade the skill sets of judicial education trainers	<p>Conducted TOT courses:</p> <p>In Year 1, Basic TOT for 15 Judges</p> <p>In Years 3, Basic TOT for 53 Judges, Advanced TOT for 24 judges of the Basic TOT graduates, then Masters TOT for 14 of Advanced TOT graduates.</p>
Establish multimedia unit and train staff on utilization of equipment	Recommended limiting multimedia capabilities to website, videoconferencing and outsourcing other projects.

Develop and conduct professional education and enhanced automation training programs for NCJS Technical Bureau Judges and staff.	Conducted curriculum development training for 8 members of the Technical Bureau and Management Training for 14 NCJS staff.
Conduct training for 24 Judicial Training Coordinators.	Cancelled at the request of NCJS ¹⁴ .
Enhancement of NCJS Library	Completed the reorganization of the library collection including: reclassification, re-labeling, and re-shelving of approximately 25,000 titles and trained 6 NCJS staff on the Dewy Decimal Classification system. Procured new cataloguing system (ELIS). Conducted a complete refurbishment for the library
Judicial Bench Book Development	Developed an overview sample. Refined concept to adapt the course materials developed for the Economic Panels Training into a Reference and disseminated in 2008.

Key Documentation

Item (See Annex II for full list)	Date
NCJS Strategic Plan 2005-2007	April 2005
Assessment Report on existing NCJS Courses and Curriculum Needs issued	2005
Assessment Report on Judicial Selection Processes and Procedures issued	2005
Implementation Plan for Judicial Education Clearinghouse, Electronic Databases and Website Resources and Services	2005
Continuing Judicial Education Master Kits <ol style="list-style-type: none"> 1. IP Injunctions 2. Foreclosure 3. Electronic Signatures 4. 7 Master Kits on topics for Economic Panels: <ol style="list-style-type: none"> a. Overview of Economic Panels, Companies, Bankruptcy, and Commercial Notes b. New Concepts in Commercial Law c. Court Management and Administration d. Mortgage Finance, Lease Financing, Maritime and Aviation Laws e. Central Bank, Banking, Documentary Credit, Capital Markets and Stock Market 	2005-2007

¹⁴ It is not clear that the roles and responsibilities of the Judicial Training Coordinators in each Court have been fully developed at this time.

f. Insurance, Consumer Protection, Competition, Taxes, Customs and E-Signature g. Intellectual Property and Banking	
NCJS Career-long Judicial Training Plan	2006
EJETS User Guide	2009
Economic Panels Reference Guide	May 2008

Training Table

Program	Achievement
E-mail and electronic resources	3 iterations of a one-day course for 21 staff, September 2005
Dewey Decimal	1 program for 6 library staff, October 2006
Training of Trainers	5 Basic TOT for 53 judges, June 2005 and May 2007, 2 Advanced TOT for 24 judges, July and August 2007, and 1 Masters TOT for 14 judges, March 2008
EJETS User Training	EJETS Data Entry training for 20 NCJS staff in July 2007 and July 2008
Monitoring and Evaluation	Basic Principles for 23 staff, June 2005

Problems and Recommended Solutions

The change in leadership at NCJS, as well as the designation of Counselor Attaweya as Project Liaison produced a shift in priorities at the Ministry. Prior to this, all policy matters (such as the Legal Researcher program and the Chief Justices Conference) had been reported under Task 3 because they were developed in collaboration with Counselor Shakeeb (the former Project Liaison and Director of NCJS). With the new liaison, these items were moved to Task 5, a more natural and appropriate location. However, this change also meant that many of the courses developed or facilitated for NCJS were delivered under the aegis of the MOJ. Because NCJS was not intimately involved with this material, these courses are reported under Task 6.

Additionally, despite its stated desire to optimize technology, NCJS does not have sufficient staff to manage or support much beyond the most basic technology. Throughout the life of the project, virtually all IT issues were assigned to one person, and, although AOJS invested significant resources into user training for various applications, NCJS cannot extend its technological capabilities without a significant investment in human capital or a much better structured relationship with the JIC. This institutional deficiency was evident in the success of videoconferencing (simple technology) and the failure of the multimedia lab. These results suggest that, until NCJS is able to expand its technical staff or outsource work, the prospects for improving the quality and quantity of training through the use of technology are minimal.

Finally, based on observations, it appears that the judiciary would prefer to provide courses in response to pressing needs, rather than replicate material from previous years, or design a stable curriculum. It is also not clear that the MOJ supports the extension of NCJS' mandate to

include Continuing Judicial Education. The use of the NCJS videoconferencing capability to provide training programs for Judges in Alexandria and Mansoura in 2009, as well as the plans of the Ministry to establish a judicial academy with an expanded capacity for training provides hope for the future. However, the lack of progress in this area—along with the assumption of space at NCJS by one of the newly created economic courts—suggests that the MOJ has not fully embraced an expansion of the role of NCJS to include primary responsibility for Continuing Judicial Education.

Task 4: Strengthen the Capacity of the JIC

Objective

Strengthen the JIC to establish and operate an automated information and communications network to improve efficiency and effectiveness within each selected court to be modernized within and among modernized courts and with the MOJ. A main objective of JIC's role is to assure that the computer software is maintained up to date, and that the communications networks are effectively operating for all courts that have been modernized.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4

Achievement of Strategic Results

The development of the JIC as a state of the art network hub and data management center is probably the single most important achievement of the AOJS II Project. The massive investments in training and infrastructure have left behind an organization capable of supporting operations in the courts, and of managing the aggregation of data for analysis and decision making at the Ministry of Justice.

Over time, using the model developed by AOJS, JIC deployed ECMA independently in 5 locations, clear and convincing testimony to its ability to assume full responsibility for future efforts.

Summary of Implementation Progress

AOJS II worked throughout the life of the project to build institutional capacity at the JIC. This collaboration was facilitated by the appointment of Counselor Ahmed Hany as the Director of the JIC in late 2005. A strong leader with a drive to succeed, Counselor Hany's leadership was crucial to the establishment of JIC as a key institution within the Judiciary.

In addition to close collaboration in all Task 1, 2 and 7 activities, AOJS focused substantial project resources on the establishment of a central network hub and data center at the Ministry of Justice.

The scope and breadth of the task 4 effort is truly remarkable, ranging from software development to network infrastructure and support, as well as application management and data aggregation. Over the life of the project, AOJS facilitated the following achievements:



Counselor Ahmed Hany, with Judges Hesham Abdel Rahman and Amr Gamal, at the JIC Data Center in Cairo.

- Development and deployment of two versions of a comprehensive case management software package;
- Design and deployment of a state of the art data center with remote administration, backup and support capabilities;
- Design and deployment of a website, as well as the assumption of responsibilities for maintenance of all MOJ sites;
- 111 training courses for 64 staff on diverse topics ranging from system maintenance to application programming and web development;
- Development of a data warehouse for aggregation of court and case data for decision makers.

AOJS II and JIC also collaboratively developed standard operating procedures for procuring, inspecting and installing IT commodities, for determining data and power needs to support operations, and for identifying peripheral equipment (e.g. desks, stamps and signs) necessary to support operations.

Additionally, JIC conducted several instances of basic computer skills training for court staff, as well as all ECMA training.

A capsule summary of the planned activities for this task, along with achievements, are presented in the following table. More detail is available in the Quarterly and Annual Reports:

Summary of Documentation submitted to the Office of Information Review Management for Review and Approval

- Project plan and procurement list for NCJS, JIC, MOJ, Alexandria, Mansoura, (June 2005);
- Proposal for Filenet licenses, (May 2006);
- Proposal for e-mail capabilities, Year 2 (June 2006);
- Proposal for Qena, Luxor Courts, Family Justice offices, (June 2007)
- Proposal for Videoconference Equipment, Year (December 2005)

Planned Activity	Achievement
Develop plan for IT Solution	<p>Collaboration on Request for Proposals and selection of IT Subcontractor, Year 1.</p> <p>Collaboration on procurement list for OIRM review, Year 1.;</p> <p>Developed proposal to add e-mail connectivity and submitted for OIRM review in Year 3;</p> <p>Established procedures for court supplies, delivery and receipt of IT equipment, review and acceptance of Project deliverables.</p>
Design and deploy network infrastructure for the judiciary	<p>Conducted design workshops, Year 2;</p> <p>Finalized network design, WAN Specifications, Year 3;</p>

Planned Activity	Achievement
	<p>Procured \$1.5 million of hardware and software, Year 3;</p> <p>Completed infrastructure and connectivity, Year 3;</p> <p>Deployed data center hardware and software, Year 3;</p> <p>Completed staging area for server configuration, Year 4.</p>
Design and deploy Enhanced Case Management Application (ECMA)	<p>Finalized Phase I requirements, Year 1;</p> <p>Deployed Phase 1 at network hub Year 2;</p> <p>Finalized Phase II requirements Year 2;</p> <p>Deployed Phase II, Year 3</p>
Develop and implement Security plan and Infrastructure	<p>Initial planning sessions, Year 2;</p> <p>USAID-funded review of security plans, Year 4;</p> <p>Selection of new subcontractor for security, Year 4</p> <p>Implemented MOJ Email Architecture, Year 4</p> <p>Security Audit, Year 5</p> <p>Implementation of Physical Security, Year 5</p> <p>Password Policy, Year 5</p> <p>Contingency Plan, Year 5</p> <p>WAN Security Proposal, Year 5</p> <p>Vulnerability & Patch Management Proposal, Year 5</p> <p>Penetration Testing, Year 5</p>
Develop JIC as a Decision Support Center for Judiciary	<p>Established requirements for Help Desk, Year 2.</p> <p>Procured and installed software, Year 3;</p> <p>Began developing JIC website, Year2; launched Year 4.</p> <p>Developed proposal for and deployed data warehouse with aggregate reporting, Year 5</p>

Manar Mohamed is the Database administrator at the Judicial Information Center. Over the last 4 years, in addition to attending the Court Technology Conference in the US and receiving English training, she attended a series of training programs to gain skills in managing SQL databases and supporting Cisco networks.

Now as the database administrator for the Judicial Information Center, Manar is responsible for maintaining and connected courts, and for the case management system in Cairo.

This combination of training importance of people in IT

in the server room, litigants and court staff are assured the level of support necessary to foster a climate of public service and timely justice.



supporting the network for all installing patches and updates to (ECMA) from the JIC data center

and technology is testament to the projects. With people like Manar

Key Documentation

Item (See Annex II for full list)	Date
Judicial Information Center Strategic Plan 2005 - 2007	Jan. 2005
Judicial Information Center Strategic Plan from 2005 through 2007	Jan. 2005
ACOFI & MCOFI Technical Specification Manual	Nov. 2005
ECMA I Admin Manual	Mar 2006
ECMA I User Manual	Mar 2006
ECMAII Requirements	Sept 2006
Lan Design	Sept 2006
Website User Guides	Sept 2006
Wan design	November 2008
MS Exchange design	Sept 2008
Service Desk	Sept 2008
Initial Security Audit	July 2009
Data Center Network Re-design	May 2009
ECMA Technical Documentation	June 2009

DSS User Guide	June 2009
DSS Technical Guide	June 2009
Password policy	Feb 2009
Vulnerability and patch management test plans	July 2009
Disaster recovery plan	July 2009

Training Table

Over the life of the project, AOJS provided 111 programs for 64 JIC staff. These included network design and maintenance, as well as web development and security training.

Program	Achievement
Strategic Planning	Workshop for 2 Judges and 23 staff, December 2004
Monitoring and Evaluation	Basic Principles for 2 Judges and 13 staff, June 2005
Information Science and Technology Program*	7 Programs for 10 Staff, June 2005-July 2006 <ul style="list-style-type: none"> • Database Design (10) • Design Tools (1) • Windows 2000 Administration (2) • XML (2) • ASP (2) • Flash (1) • Oracle SQL (1)
Website*	14 Programs for 28 Staff, August 2006-July 2008 <ul style="list-style-type: none"> • HTML and Javascript (13) • HTML and Javascript for developers (16) • Photoshop (13) • Photoshop for developers (14) • DreamWeaver (13) • DreamWeaver for developers (16) • Flash (13) • Flash for developers (16) • Adobe After effects (8) • Adobe Photoshop (8) • Autodesk 3Ds Max (7) • Flash Action Script (8) • Macromedia Flash (8) • Flash Action Script Advanced(7)
Network Design and Maintenance*	23 Courses for 26 Staff, June 2005-May 2008 <ul style="list-style-type: none"> • Infrastructure Design Workshop (9) • MS .Net SQL (9)

	<ul style="list-style-type: none"> • Implementing SQL Server (9) • Administering Windows XP (8) • Introduction to .Net, SQL (9) • Supporting Windows XP (8) • Supporting Windows XP applications (8) • Visio (9) • Interconnecting Cisco devices (7) • Building Cisco Multilayer Switched Network (7) • Building Scalable Cisco Internet Works (7) • Interconnecting Cisco Network Devices (7)
Visual Basic .Net	5 Courses for 13 staff, November – December, 2008 <ul style="list-style-type: none"> • Introduction to Windows Forms • Controls and Data • Programming • Reporting and Usability • Deployment Process
Security	Three on-the-job training courses on security, including Cisco Certified Network Associate and Exchange courses, were offered for 6 JIC technical staff, November 2008 – March 2009

** Includes some staff from MOJ and NCJS*

Problems and Recommended Solutions

Although the inability of the original IT subcontractor to propose a Microsoft solution for consideration delayed the design and implementation of the IT solution, the involvement of JIC staff in the subsequent procurement effort served as a productive capacity-building exercise. Moreover, JIC played an integral part in all IT Solution activities, including site visits, document review and design sessions. Although this collaboration added time and complexity to Project efforts, it also contributed to capacity-building at JIC and the long-term sustainability of Project tasks.

The concentration of support responsibilities for courts throughout Egypt will undoubtedly strain the capabilities of JIC. Although the ability to monitor and support systems remotely can assist in the mitigation of this problem, without a significant investment in human resources in all courts and a delegation of some support and procurement responsibility, JIC will be challenged to keep the system up and running and to respond to requests for help in the field.

Although initial plans called for a more collaborative planning approach, the hierarchical nature of organizational management practices in Egypt, as well as a change in JIC directors, rendered this goal largely unachievable. Although deployments and training sessions were far more collaborative as the relationship matured, all decisions—no matter how small—continued to flow through the Director.

AOJS II also encountered numerous occasions over the life of the project in which JIC was unable to deploy resources in multiple locations. As the Nationwide plan for replication expands in scope, and the number of support requests grows, it is critical that JIC increase staffing levels and to also delegate responsibilities to properly trained Court IT Support Staff, as appropriate. This will be increasingly important as deployment proceeds in more remote locations.

Finally, the initial IT solution incorporated a version of Filenet (content management software) owned by the JIC that was licensed only for testing. The project's discovery of this fact, along with conversations with Filenet USA, necessitated the procurement of additional user licenses. When a subsequent USAID-funded IT audit suggested that the solution would be cheaper and more efficient without the software, AOJS developed and implemented a plan along these lines.

Task 5: Strengthen the Capacity of MOJ

The Contractor shall:

Strengthen the capacity of the MOJ to coordinate the activities of all partners necessary to successfully replicate the reforms implemented under AOJS I throughout Egypt. The strengthened capacity will include strategic planning as well as the establishment, maintenance and optimal use of information systems and networks.

[This will include efforts to] to coordinate the efforts of all other entities involved in the replication effort, as well as enhanced communication among participating entities.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4, C.5

Achievement of Strategic Results

Although the key implementing partners at the MOJ in this project—JIC and NCJS—are reported elsewhere, the development of a champion at the executive level has been key to project success. In addition, the enactment of policy changes has been a major contributor to improvements in the administration of justice. Significant achievements over the life of the project include:

- Establishment of champions at the Ministry of Justice
- Reassignment of Signature Cases to Partial Courts
- Creation of Specialized Economic Courts for high value commercial cases
- Appointment of Women Judges
- Adoption of Performance Standards
- Participation in Library of Congress Global Legal Information Network

Summary of Implementation Progress

It is clear from the summary below that much of the planned activity for this task centered on the development of a governance structure and a collaborative planning environment for project activity. Looking back, this vision did not prove at all workable. The hierarchical nature of court and ministry structures, as well as internal competition, proved a substantial limiting force on the project, especially during the first two years. The change of ministers and the appointment of Counselor Osama Attaweya as the Project Liaison were probably the single biggest factor in the success of AOJS II. Not only did the Ministry of Justice support all efforts for automation and training, Counselor Attaweya was always willing to settle intra-agency disputes and to spur activity in the Courts, as well as in the arm of the Ministry responsible for construction. The dependency of project success on the completion of eight discrete civil works projects by the Government of Egypt was undoubtedly the single biggest risk factor for the Project.¹⁵

In the area of policy development, there are three areas in which AOJS can reliably claim to have played a contributing role:

¹⁵ In fact, only seven of these were completed. The Marsa Matrouh satellite court was automated without a consolidated front counter. See Task 1.

1. the development of a set of judges with improved public administration and court management skills (see Task 6);
2. the establishment of national Court Performance Standards; and
3. the opening of a local office of the Library of Congress' Global Legal Information Network (GLIN).

There are also a number of others in which a credible association exists between Project activities and policy decisions at the Government level:

1. the reassignment of Signature cases from three-judge panels to a single judge;
2. the creation of specialized Economic Courts; and
3. the appointment of the first women Judges to the Courts of First Instance.

The first two of these items should have a marked effect on Court efficiency (see Theme 2). These and other areas, in which the Project claims a contributing role, are presented in the following table. These were also added as a tracking measure in the Performance Monitoring Plan in 2008:

Planned Activity	Achievement
Coordination Group	The concept was introduced and discussed at length, but abandoned in Year 3 due to lack of interest.
Establishment of GLIN office	Facilitated 2 overseas training programs in Washington D.C. and completed the equipment and furniture installation at the GLIN facility at MOJ.
Chief Justices Conference	Conducted for 12 Chief Justices, June 2006. Repeated for 50 MOJ leaders in March 2007.
Legal Research Program	Developed proposal. "Case manager" position, combining elements of court administration and law clerk responsibilities incorporated into Economic Courts
Court Performance Standards	Conceived and drafted by AOJS. Presented to the MOJ in 2007 and approved in April 2008.
Videoconferencing	Installed equipment and furniture for Minister's Videoconference room, Year 2
MOJ Website	Launched April 2008.
Creation of Specialized Commercial Courts	Presented as a recommendation of Mansoura Court Assessment. Created May 2008.
Assignment of Signature Cases to Partial Courts	Presented as a recommendation of Mansoura Court Assessment Enacted June, 2007
Appointment of women judges	30 appointed 2007 12 appointed 2008

There are also a number of policy and white papers presented in the documentation and activity tables below. In light of the difficulties encountered in establishing a collaborative environment, AOJS adopted the strategy of producing various expert recommendations and documentation independently and then standing ready to provide follow-on support to those that received positive response. Although not the most elegant model, it is clear from the table above that the Ministry of Justice has made a number of important strategic decisions over the last five years to reduce case delay, improve service and efficiency, and enhance the rule of law.

Judges Sameh El Shawarby and Ahmed Soheim were 2 of the 33 participants in the AOJS Court Management Certification Program, which include a combination of local classroom training from American court management experts and visits to courts in the Washington DC area. The Judges had the chance to talk with Judges and clerks about achieving court efficiency in different state and federal courts.



On their return to Cairo, the Judges have been assigned the responsibility of managing the implementation of Egypt's new Court Performance Standards. Using the Decision Support System to aggregate case data from the automated courts, the Judges now have both the tools and the skills to help Egypt's judicial system manage its resources and provide a higher level of service to the public.

Key Documentation

Item (See Annex II for full list)	Date
Draft Performance Standards	February 2007
Recommendations for Information Technology Planning in the Judiciary.	December 2008
Recommendations for Judicial and Non-Judicial Staffing Requirements for Courts of First Instance	December 2006
Recommendations for Software, Hardware, and Equipment Maintenance at Courts of First Instance	September 2007
Recommendations for Effective Use of ECMA at Courts of First Instance	May 2007
Recommendations for Enhancing the Role of Judicial Training Coordinators at Courts of First Instance	June 2007
Summary of European "Best Practices" in Court Administration	December 2008
ECMA White Paper	June 2008

Training Table

Program	Achievement
MOJ Website	5 courses for 3 staff, September-October 2006 Dream Weaver (13) HTML and Java Script (13) Photoshop (13) Website Administration Tool (13)
Translation	AOJS facilitated 6 programs at the American University in Cairo for 15 translators from the MOJ, March-June 2007 <ul style="list-style-type: none"> • Arabic Editing Skills • Arabic Grammar • Contrastive Analysis • Lexicography and Terminology • Research Tools • Linguistics

Problems and Recommended Solutions

Although the proposed governance structure produced a number of strategic planning documents and collaborative sessions, it is not clear that these played any meaningful role in the project.

Additionally, despite the investment in web development training, most of the staff originally assigned to support the MOJ website had left or been reassigned within a year. As the effort continues, it will be critical for the MOJ to make sure that competent staff are available in mission critical positions and that investments in training are well spent.

Task 6: Participant Training Program

Objective

Development and implementation of a participant training program to be undertaken in accordance with USAID's directives found in the Automated Directives System (ADS) 253 (Training for Development)

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4

The purpose of training programs is to strengthen the professional or technical competency and performance of foreign nationals whose skills USAID considers necessary for the achievement of USAID objectives.

USAID, ADS Chapter 253, 253.1, Overview

Achievement of Strategic Results

Over the life of the project, AOJS worked in a number of areas to develop professional and technical competency in Judges and staff. Training events included Overseas and in-country programs: AOJS organized 16 overseas study tours for 91 participants and 379 in-country events for 3345 participants, exceeding the targets set in the Performance Monitoring Plan (*See Sidebar*). Overseas Study Tours can also be connected with significant changes in the Judiciary, including the historic appointment of 30 women Judges in 2007, approximately 11 months after a study tour to Morocco examining this very issue, and the creation of “case managers” in the newly established economic courts.

Based on guidance from USAID in August 2007, AOJS II started measuring the number of people trained annually, with the restriction that participants are counted once every year, regardless of the number of sessions attended, and that the length of a program has no bearing on the counting.

Performance Indicator 2.1.3.b: Number of Justice Sector Personnel That Received USG Training

	Targeted	Actual
2005	500	499
2006	500	931
2007	500	869
2008	400	900
2009	600	146 ¹⁶
TOTAL	2300	3345

Summary of Implementation Progress

Although AOJS historically reported only overseas study tours in this space, it has now been expanded to include programs which were cross cutting, or which were provided *ad hoc* with the assistance of third parties and are unlikely to be replicated *per se*. Thus training of court and JIC staff is reported under Task 1 and 4, while management training for Judges is reported here. The scope of Task 6 is consequently limited to Overseas Study Tours; Language Training; and Substantive Legal Training and Management Training provided by third parties. This includes the following programs:

¹⁶ Training scaled back in Year 5 due to additional study tours and budgetary constraints.

Training Program	Description
Public Administration and Project Management	As part of its effort to build management capacity in the Judiciary, AOJS organized a series of Project Management courses with Amideast and Public Administration programs with the American University in Cairo. The Project Management Courses were designed for Judges and staff at the JIC, while the Public Administration program was directed at Judges in the Courts and at the MOJ.
Training for Judges to be assigned to Economic Courts	In conjunction with another USAID-funded project, AOJS organized a 7-course program (including three overseas study tours) for about 120 judges in a addition to one concise 3-day course for additional 150 judges with the participation of a number of women judges slated for assignment to planned specialized commercial courts (see Task 5) on a number of substantive legal topics.
Court Management Certification Program	To support the development of court management skills, AOJS organized a certificate program—consisting of local and overseas components—taught by expatriate experts for 53 Judges out of which 33 judges traveled to the U.S. to attend phase two of the program.
English Language Testing and Training (ELTT)	START Project organized English Language Testing and Training (ELTT) programs for USAID-funded projects through which projects were allowed to send a selected number of counterparts' staff members who are in close contact with projects' activities to attend English Language courses with the objective of enhancing their language skills. AOJS II arranged courses through START for 2 judges and an aggregate number of over 41 staff from JIC, NCJS, ACOFI and MCOFI. AOJS II obtained special approval to fund five of the JIC and NCJS staff members to continue their English Language Studies.
Other	In conjunction with a number of outside experts—such as the Commercial Law Development Project—AOJS provided logistical and program support for two programs on E-signature and Cybercrime for about 190 judges

A capsule summary of the planned activities for this task, along with achievements, are presented in the following table. More detail is available in the Quarterly and Annual Reports:

Planned Activity	Achievement
OVERSEAS STUDY TOURS	
Court Technology Conference (Policy) USA, September 2005	Three Judges from NCJS, including Counselor Ali Shakeeb, Assistant to the Minister for NCJS Affairs (and AOJS Project Liaison), attended the 9 th Annual Court Technology Conference (CTC 9) in Seattle, visited Microsoft, the California Center for Judicial Education & Research, various courts, and the Federal Judicial Center to examine policies and practices related to the administration of justice systems, IT, and judicial education.
Court Technology Conference (IT) USA September 2005	2 Judges and 9 staff, from JIC attended the 9 th Annual Court Technology Conference and visited Microsoft and various courts in September 2005 to evaluate court technology for sale and in practice.
Gender Integration Morocco, January 2006	Three senior Judges traveled to Morocco to meet with the Moroccan Minister of Justice, Judges, and staff to examine the country's experience with integrating women in its judiciary.
Court Management and Court Automation USA, June 2006	Six Judges, including the Chief Justices of Alexandria and Mansoura, as well as the Director of JIC, and a member of the NCJS technical bureau visited Washington DC to meet with and observe Judges and staff from a number of Federal and State Courts regarding the use of technology as a management tool for court operations.
International Association of Court Administration Conference Italy, November 2006	AOJS II facilitated the attendance of two Judges, including Counselor Osama Attaweya, Assistant to the Minister for Follow Up and Achievements at the International Association of Court Administration (IACA) Conference in Verona, Italy. Chief Judge Hossam Hassan gave a well-received presentation on Project work in Egypt in conjunction with a panel discussion on using automated tools to expedite case processing.
Commercial Courts in Developing Countries Czech and Slovak Republics, February 2007	Working with the American Bar Association's Central and East European Legal Institute, AOJS organized a study tour for seven Judges to observe commercial courts in developing civil law jurisdictions.
Commercial Judges USA, April 2007 (Group 1) June 2007 (Group 2)	AOJS provided an opportunity for 12 Judges assigned to the newly created Economic Courts to meet with US Judges, see state-of-the-art court facilities, and learn about the interaction of the Judiciary with various organizations devoted to economic growth and investment.
Global Legal Information Network USA Directors Meeting, September 2007 Technical Training, December 2007	Working with the Library of Congress, AOJS assisted the Ministry in establishing a branch of the Global Legal Information Network. This work included sending one Judge

Planned Activity	Achievement
	to Washington DC for a Directors Meeting and three judges and two staff for technical training.
Women Judges Study Tour USA November 2007	Counselor Osama Attaweya and 10 Women Judges attended the National Association for Women Judges' Annual Conference in Philadelphia. Participants also visited a number of courts and government agencies, attended a presentation by the National Center for State Courts on Court Management and Court Performance Standards, and met with Congresswoman Betty McCollum of Minnesota and Justice Ruth Bader Ginsburg at the Supreme Court.
Court Management Certification Program USA February 2008 (Group 1) June 2008 (Group 2)	As part of its program to train a cadre of Judges as Court management experts, AOJS II provided classroom training for 33 Judges and facilitated site visits to a number of courts in the Washington DC area.
International Association of Women Judges Conference Panama, March 2008	Continuing its support of Egypt's newly appointed women judges, AOJS sent 2 women to the annual meeting of this important global association.
International Association of Court Administration Conference Ireland, April 2008	Following on the success of the 2006 program, AOJS sent two judges to the second meeting of this increasingly important association.
National Association for Women Judges (NAWJ) Annual Conference USA, October 2008	Building on contacts developed at the 2007 meeting, AOJS facilitated the attendance of two women Judges at the 30 th NAWJ conference in Portland.
PUBLIC ADMINISTRATION PROGRAM	
2005 and 2007	
Introduction to Public Administration	This course provided an overview of the field of Public Administration. It emphasized the various components in public administration and impact of each on services; concepts of public administration; planning, organizing, staffing, directing, coordinating, reporting, and decision making in government departments and public enterprises.
Strategic Planning and Policy Making	This course focused on "Strategic Planning" as a process by which an organization attempts to determine strengths and weaknesses; opportunities and threats; ability to grow, change, and adapt over time. It also provided insight into the process of policy making; examples of policies in the public sector in several underdeveloped countries; and practical applications for the public official.
Governmental Budgeting and Financial Control	This course provided a non-technical introduction to governmental budgeting and cost accounting with emphasis on productivity. It also covered the need for useful performance measures, and compliance with managerial costing standards, improving performance and governmental financial management through linking performance with budget allotment.

Planned Activity	Achievement
Team Building and Human Resources Management	This course provided practical approaches to team excellence. It also provided techniques for utilizing an organization's human resources to improve productivity, and to create a dynamic organization that improves the performance of its staff.
Excellence in Public Administration	This course introduced participants to the concepts of Quality: examples of TQM in government practices; principles and origins of TQM; developing a quality relationship with the government's customers; government approaches to promoting quality.
Public Administration in an Information Age	This course highlighted how information systems have influenced how public organizations operate.
Communication in Public Administration	This course explored the importance of effective communication for the strategic planning process and in communicating a change vision.
TRAINING FOR JUDGES TO BE ASSIGNED TO ECONOMIC COURTS	
Overview of Economic Panels, Companies, Bankruptcy, and Commercial Notes January 2007	This course addressed the Judges selected to sit on the new economic panels to help them understand the importance of the economic panel concept to Egypt and how the panels will function. It also discussed companies, bankruptcy and commercial securities cases.
New Concepts in Commercial Law February 2007	This course introduced economic panel judges to new concepts in commercial law, with an emphasis on economic concepts. The course focused on considerations related to investment guarantees and incentives, intellectual property concepts in the light of the World Trade Organization Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), Egyptian law, including Law 82/2002, and civil and criminal procedural considerations.
Court Management and Administration. March 2007	This course helped the economic panel judges better understand the role economic panels have in supporting a favorable business climate and how to efficiently manage cases involving complex commercial litigation
Mortgage Finance, Lease Financing, Maritime and Aviation Laws. March 2007	This course introduced the economic panel judges to the new concepts of mortgage finance and lease financing. The course also covered the Maritime and Aviation Laws in relation to the jurisdiction of the economic panels.
Central Bank, Banking, Documentary Credit, Capital Markets and Stock Market. April 2007	This course explained the structure and role of the Central Bank of Egypt; the Geneva Unified Regulations for Banking Transactions; role of banks in enhancing investment; role of United Nations Commission on International Trade Law (UNCITRAL); different types of banking transactions; and Capital Market and Stock Market transactions.
Insurance, Consumer Protection, Competition, Taxes, Customs and E-Signature. May 2007	The course helped the economic panel judges understand the Insurance Market conduct, the consequences of re-insurance, and the nature of insurance contracts. It also covered the Consumer Protection law and practices including the Anti-

Planned Activity	Achievement
	Monopoly Law, as well as the Tax and Customs Laws.
Intellectual Property and Banking June 2007	The final course on this series was to address more issues raised by the judges regarding Intellectual Property and Banking. It covered bank transactions as well as letters of credits and guarantee. It also addressed issues related to Intellectual Property Rights such as protection of software and patent claims.
COURT MANAGEMENT CERTIFICATION PROGRAM	
Fundamentals of Court Management January 2008	Three Experts, including Judge Kevin Burke from District Court, Hennepin County (Minneapolis) Minnesota conducted a workshop for 53 judges targeted by the MOJ to assume Court Management responsibilities (see Task 5).
OTHER	
English Language Testing and Training	44 Programs for 2 judges and 45 staff December 2004-January 2007
Intellectual Property and Injunctions	4 iterations of the this course (2 in Cairo and 2 in Alexandria) were conducted in collaboration with another USAID-funded project for 338 judges
Cyber Crime April 2008 June 2008	AOJS helped Egyptian Association for Protection from Information and Internet Crime (EAPIIC) and Microsoft conduct two programs for 158 Judges

Task 7 Implement an MIS for Family Court Mediation Offices

The Contractor shall:

...establish a Management Information System [for the Mediation Offices in three governorates, Port Said, Giza and Minya.]

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Modification 5

Achievement of Strategic Results

Because this task was inherited *in medias res*, AOJS was not involved in its design, nor in the development of the software created by JIC to track events in the Mediation Offices. Nevertheless, following the standard set by the most recent Performance Monitoring Plan, the achievement of strategic results should be considered as full and complete for this section.

Summary of Implementation Progress

In Year 3 Quarter 2, USAID requested that AOJS II assume responsibility for implementing the Management Information Systems (MIS) component of its Family Justice Project, which involves the automated collection and aggregation of mediation data from disputes heard in Family Court Mediation Offices in 3 governorates. As a result, AOJS II added a new Task 7 to its project framework. This task included the automation of 16 Mediation Offices in the Giza, Minya, and Port Said Governorates, using the Management Information System application developed by JIC as well as related technical and end user training. The original contractor (MSD) remained responsible for renovation of the premises at each site. AOJS II reviewed the software developed by JIC and documentation developed to date, and presented a proposal for deployment on a pilot basis, using the implementation model developed by the Project under Task 2. JIC accepted this proposal and selected Port Said. Working with JIC, AOJS II determined the equipment recommendations for this effort and submitted a comprehensive plan for review by the Bureau of Information Resource Management (IRM). The Project also began design efforts for necessary upgrades to the power and data infrastructure and developed an installation plan, which was completed in Year 3. AOJS II also continued its predecessor's SQL Server Training for 9 JIC staff working on the MIS software.

In Year 4, AOJS completed work in Port Said Governorate, as well as the bulk of the task in Giza. The MOJ also substituted an office set up in Cairo to monitor the Family Courts for one of the Giza locations where the conditions proved unworkable. The remaining sites, including eight sites in Minya, were completed in Year 5. A summary of the methodology, and the completion dates for each site are presented below:

Task 7 Methodology

- Conduct site assessment visit with the Electrical Consultant to prepare electrical drawings and specifications
- Receive and approve design drawings and specifications with JIC
- Procure Power Boxes
- Procure Material
- Install horizontal electrical and data wiring
- Install vertical wiring and connect to the Power Boxes
- Complete, network, deliver equipment and assist JIC with installation
- Provide basic computer skills and application training for staff

Sites and Completion Dates	
Site	Completed
Port Said (3 offices in 1 building)	Year 4
Giza	
El Saff	Year 4
El Wahat (Replaced by MOJ)	CANCELLED
6th October	Year 5
El Badrasheen	Year 5
El Ayyat	Year 4
MOJ	Year 5
Minya	
Maghagha	Year 5
Markaz El-Edwa	Year 5
Matay	Year 5
Beni Mazar	Year 5
Mallawy Markaz	Year 5
Mallawy Bandar	Year 5
Abu Quorkas	Year 5
Dir Mowas	Year 5
Samaloot	Year 5

Key Documentation

Item (See Annex II for full list)	Date
Data and Electrical “as-built” drawings	June 2009

Training Table

Program	Achievement
SQL February – August 2007	<p>14 courses were provided to 9 JIC technical staff:</p> <ul style="list-style-type: none"> • Implementing a Microsoft SQL Server 2005 Database • Maintaining a Microsoft SQL Server 2005 Database • Designing Microsoft SQL Server 2005 Server-Side Solutions • Designing Microsoft SQL Server 2005 Databases • Designing the Data Tier for Microsoft SQL Server 2005 • Tuning and Optimizing Queries Using Microsoft SQL Server 2005 • Designing a Microsoft SQL Server 2005 Infrastructure • Designing Security for Microsoft SQL Server 2005 • Designing High Availability Database Solutions Using Microsoft SQL Server 2005 • Administering and Automating Microsoft SQL Server 2005 Databases and Services 2005 • Troubleshooting and Optimizing Database Servers Using Microsoft SQL Server 2005 • Designing a Business Intelligence Solution Architecture for the Enterprise Using Microsoft SQL Server 2005 • Designing an ETL Solution Architecture using Microsoft SQL Server 2005 Integration Services • Designing a Multi Dimensional Solution Architecture Using Microsoft SQL Server 2005 Analysis Services
Basic Computer Skills	10 programs for 126 staff in 16 mediation offices, May 2008 – January 2009
Application Training	Training was offered on the Mediation Offices application for the 126 staff members, June 2008 – January 2009

Problems and Recommended Solutions

Because the original design did not include network connections for the implementation sites, the aggregation of data for analysis by the Ministry is not fully automated. It is recommended that the MOJ connect all sites to the JIC hub as quickly as possible.

Given the nascent programming capabilities at JIC (the Task 7 MIS was one of the first such projects developed in-house), the MOJ should consider a functional audit to confirm that the system is working properly, as well as a quality assurance program (see Task 1) to monitor the

entry of data in the field. The MOJ should also develop a business model for decision support (see Task 4).

Theme 1: Gender Integration

The offeror is requested to provide a sound approach to diversifying gender participation within Egypt's judiciary. Although there are a number of women administrative prosecutors in Egypt's judiciary, there still are no women public prosecutors or judges in the mainstream of Egypt's court system. ... Special programs can include, *inter alia*, cooperation with [the National Council for Women] and appropriate NGOs to raise awareness and build support for the expanded participation of women within the judiciary, as well as mentoring, upward mobility and training of women at all levels.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00 Section C.4, C.5

Achievement of Strategic Results

- 42 Women appointed as Judges in the Courts of First Instance
- Women Judges' responsibilities expanded to include criminal cases and Economic Courts
- 3 Training programs specially designed for Women Judges

Summary of Implementation Progress

Although support for gender integration in the Judiciary was at best tepid at the project's beginning, AOJS II worked with the Alliance for Arab Women to draft an assessment report to provide baseline data and to schedule some discussions of the topic. These attempts to raise awareness and build support were largely unsuccessful.

The appointment of a new Minister of Justice and the selection of Counselor Attaweya as the new Project Liaison, heralded a dramatic change in this area. The Project organized a study tour to Morocco in 2006 for three senior Ministry Officials to examine the country's experience with integrating women in its judiciary. Not long thereafter, responding to a request from the Minister of Justice, the Supreme Judicial Council agreed for the first time to appoint women as Judges. This was immediately followed by the official appointment of 30 women Judges, who were sworn in as members of the Judiciary on April 10, 2007 and assigned to Courts of First Instance in Cairo, Giza, and Alexandria.

At this time, AOJS began working on a training plan for the newly appointed Judges. This plan included a combination of public forums, in-country training and overseas study tours to establish connections with National and International Associations of Women Judges.

The following year saw the appointment of 12 more women Judges. Continuing its support, AOJS facilitated a highly successful study tour for ten women, along with Counselor Attaweya to attend the National Association for Women Judges' Annual Conference and to visit a number of courts and government agencies. Participants also met with Congresswoman Betty McCollum of Minnesota and with Justice Ruth Bader Ginsburg at the Supreme Court. The Judges who did not travel were able to participate—with the Minister of Justice—by videoconference in a gender issues roundtable, which included two American Judges as well as the Presidents of Amideast and the National Center for State Courts. Finally, the delegation attended the annual Rehnquist Dinner held at the Supreme Court where a significant recognition of the presence was made at the dinner.

The Project also facilitated the attendance of two women at the International Association for Women Judges biennial conference and presented the Ministry with the concept paper for a regional conference for women Judges. Shortly thereafter, two women Judges requested support from the Project to attend the National Association for Women Judges' 30th Annual Conference held in Portland, Oregon.

As the surprising developments in this area necessitated nimble and flexible planning, much of the activity throughout the Project did not initially appear in the Annual Workplans. Nonetheless, the support of USAID and the Ministry of Justice allowed AOJS considerable latitude to provide significant support to these remarkable women, and the smoothness of the transition—which now includes women hearing criminal cases and serving as heads of panels—is testament to the wisdom of that decision.

Planned Activity	Achievement
Establish a Working Group for Gender Integration	Established in Year 1.
Complete Gender Integration Assessment	Completed Year 1.
NGO-Network training	Abandoned due to initial resistance.
Coordinate quarterly Best Practices Meetings	Held first meeting November 2008; second in March 2009.
Unplanned Activity	Achievement
Regional Gender Integration Observational Study Tour	Three senior MOJ officials traveled to Morocco in 2006 to meet with the Minister of Justice, Judges and staff to examine the country's experience with integrating women in its judiciary.
Training plan for the women Judges	3 programs for 30 women Judges (See training table below).
International Association of Women Judges Conference	AOJS organized the participation of 2 women to the annual meeting of this important global association in Panama in March 2008.
National Association for Women Judges (NAWJ) Annual Conference	Building on contacts developed at the 2007 meeting (See Task 6), AOJS facilitated the attendance of two women Judges at the 30 th NAWJ Annual Conference in Portland, Oregon in October 2008.
Regional Conference	Developed plan with MOJ for Regional Conference for women Judges. Amideast agreed to assist in fundraising.

Not long ago it was an impossible dream for a woman to become a judge in Egypt. But in 2007, gender integration of Egypt's judiciary became a reality when 30 women were appointed judges in the Courts of First Instance.

Amal Mahmoud Atta Ammar was one of this first group of talented Egyptian women who paved the way for this milestone achievement. Ever since a study tour to France introduced her to women in the judiciary, the administrative prosecutor had dreamt of becoming a judge. With 13 years of experience, she also felt well qualified. But it took a historic decision to give her the life-changing opportunity to rise to the bench.

AMIDEAST helped to pave the way for this important development. By assisting Egypt's Ministry of Justice in applying modern theories of case management to the courts, AOJS helped to open the system up to new ideas. A Court Management Certification Program improved the professionalism of court staff at all levels, benefiting Judge Ammar, along with 52 of her colleagues. AOJS also provided the new women judges with additional training and arranged overseas study tours to help them exchange views and experiences with women judges in other cultures and judicial systems.



In 2008, Judge Ammar found her life changed again when she was assigned to serve as a mediator in Egypt's new Economic Courts. Today her accomplishments are an inspiration for other women to join the judiciary and contribute to the crucial goal of improving the administration of justice in Egypt.

"Success of the pioneers paves the road for generations to come," Judge Ammar observed.

Key Documentation

Item	Date
Gender Integration Assessment	2005
Gender Integration in the Moroccan Judiciary Study Tour Report	2006

Training Table

Program	Achievement
Basic Computer Skills	2 programs for 24 Judges, August, September 2007.

Internet Training	2 programs for 19 Judges, October 2007.
Management Skills	2 workshops for 46 Judges (30 women), October 2007.

Problems and Recommended Solutions

Although AOJS worked with the women judges to develop a plan for a regional conference and to seek funding for the event, this proposal was not approved by USAID for the Year 5 workplan. At the request of AOJS II, Amideast agreed to independently seek funds for this initiative.

Theme 2: Monitoring and Evaluation (M&E)

[Monitoring and Evaluation] data requirements will derive from the results framework, which will be further developed and refined in consultation with USAID and MOJ.

Administration of Justice Support II Project, Contract Number 263-C-00-04-00028-00, Modification 1, Summary of Technical Proposal, page 11.

The historic reporting of M&E over the life of AOJS has combined data collected according to the results framework, as well as measures designed to assess the success and sustainability of project efforts. Consistent with the original intent of the contract, the former is presented in this section, while the latter—for example efforts related to Quality assurance for ECMA—is presented along with the tasks to which they pertain.

Achievement of Strategic Results

The final Performance Monitoring Plan tracked the number of people trained and the number of locations in which software developed by the Project was installed. As the numbers below testify, AOJS II should be counted as fully successful by these measures.

Performance Monitoring Plan (Final)			
Performance Indicator	Target	Actual	Comments
2.1.3.a: Number of USG-Assisted courts with improved case management	29	29	Includes 8 Courts Automated by AOJS II (See Task 1), 5 Courts Automated independently by JIC (Suez, Port Said, Damietta, Minya Beni Suef) and 16 Mediation Offices (See Task 7).
2.1.3.b: Number of Justice Sector Personnel who received USG training	2300	3345	Participants counted once per year, regardless of number of programs attended.
2.1.3.f: Number of legal institutions and associations supported by USG	3	3	<ul style="list-style-type: none"> • Ministry of Justice • National Center for Judicial Studies • Judicial Information Center
2.1.3.B: Annual number of positive modifications to legislation, regulations, or institutional policies to improve the justice system accomplished with USG assistance	1	4	<ul style="list-style-type: none"> • Women Judges • Economic Courts • Reassignment of Signature Cases to Partial Courts • Performance Standards

Summary of Implementation Progress

In Year 1, AOJS developed the Performance Data Table as the main tool for Monitoring and Evaluation. This included the following data collection points:

1. Median days from filing to disposition
2. Lawyers level of satisfaction
3. Percentage of panels posting computer-generated hearing rolls'

4. Availability of Case Information to the Public
5. Case filing receipts issued electronically
6. Percentage of courts with panels assigned randomly
7. Number of Instances court users access information electronically
8. Number of Judges and Staff Trained
9. Number and Impact of Courses
10. Number of Courts with automated case processing
11. Number of new continuing judicial education courses
12. Automation of CJE tracking
13. Network Performance
14. Decision Support Center Services
15. Policies Supporting Court Modernization
16. Number of women in senior positions

It is important to note that a number of these (3-7, 10) are affirmative benefits addressed directly by the Front Counter and the new case management system, which assigns panels randomly and generates receipts and hearing rolls electronically. Also in connection with the more analytical targets, AOJS examined a representative sample of 700 closed cases each from Alexandria and Mansoura in Year 1, and conducted a baseline survey of lawyers' satisfaction in each court. On a scale of 1-5, the level of satisfaction was 2.1 in Mansoura and 1.8 in Alexandria. The median time from filing to disposition was 591 days in Alexandria and 408 in Mansoura.

In Year 2, the Project participated in several meetings with USAID to refine some of the Project's Performance Indicators. As a result, the Project instituted a new Performance Monitoring Plan. This plan included a smaller list of measures:

1. Median days from filing to disposition
2. Lawyers level of satisfaction
3. Ratio of case filing to disposition
4. Percentage of panels posting computer-generated hearing rolls'
5. Availability of Case Information to the Public
6. Case filing receipts issued electronically
7. Percentage of courts with panels assigned randomly
8. Number of people trained

The lawyers' survey was repeated in Alexandria and Mansoura in Year 3. Both Alexandria and Mansoura showed improvement (see below). AOJS also repeated the case filing survey in Alexandria and Mansoura¹⁷. These data are presented in the table below;

Indicator	Alexandria		Mansoura	
	Y 1	Y3	Y1	Y3
Lawyers' Satisfaction (1-5)	2.1	2.3	1.8	2.8
Median days from filing to disposition	591	330	408	335

¹⁷ Although AOJS collected baseline data for filing to disposition ratios in Alexandria and Mansoura and lawyers surveys in Qena and Tanta, plans for future efforts were cancelled due to changes in the Performance Monitoring Plan implemented by USAID.

At this time, pursuant to discussions with USAID, the Performance Monitoring Plan was again amended. The targets were limited to only three data points:

1. Number of USG-Assisted courts with improved case management
2. Number of Justice Sector Personnel who received training
3. Number of legal institutions and associations supported

One metric, the number of positive modifications to legislation or policy, was added in November 2007. This is the final version presented in the table at the beginning of this section.

Key Documentation

Item	Date
Performance Data Table, Version 1	September 2004
Performance Data Table, Version 2	June 2006
Performance Data Table, Version 3	August 2007
Performance Data Table, Final Version	November 2007

Problems and Recommended Solutions

The number of revisions to the Performance Indicators had a pronounced effect on the longitudinal value of the data. In addition, developments in ECMA revealed inconsistencies among the manner in which courts collect and present data, a fact that calls into question the reliability of the case data collected over the life of the project (See Quantitative Analysis). With the development of an automated system, as well as performance standards and quality assurance (see Task 1), the MOJ will be able to collect better data for analysis. As the final version of the software was not produced until June 2009, there was no opportunity for the Project to do this in a meaningful way. Nevertheless, the institution of two graduates of the Court Management Certification Program as parties responsible for the Decision Support System (See Task 4) in the Ministry of Justice suggests that the Ministry has every intention of institutionalizing the legacy of this component of the AOJS Project.

Quantitative Analysis

The AOJS II Contract calls for quantitative representation, and clearly the use of case management information by educated decision makers is a key goal of this project. As evidenced by the initial versions of the Performance Data Table, improvements were anticipated to the speed of case processing, and attempts were made to set benchmarks and targets for the time from filing to disposition. Although the collection of this data was made difficult by some of the factors set out below, a preliminary case is presented to document these improvements using real data from the new Case Management System.

Factors Affecting Data Quality and Reliability

1. The removal of signature and lower value cases from the jurisdiction of the Courts of First Instance means that the cases now on the docket should be more complex, and could reasonably be expected to thus consume more time. Conversely, a reduction in filings could also reduce Judges' caseloads.
2. The implementation of major IT changes typically slows efficiency at the beginning, with improvements to productivity coming when the changes have been fully implemented and systems are more mature.
3. ECMA implementation revealed a lack of standardization among courts regarding data collection. The final version, delivered in June 2009, creates a standard methodology. Because these practices were not apparent until the intervention of some of the newly created Court Managers (See Task 5), consistent data is not available.
4. The preliminary data collected regarding case disposition times was a small sample of cases, where data was not entered under a standardized rubric.

A Promising Sign

In June 2009, AOJS asked the JIC to run the age of pending cases report for Alexandria and Mansoura, for the period of October 2008 to June 2009. These reports, which were run remotely at the Data Center and provided to AOJS, suggested some interesting trends, consistent with the expectations of the Project's Designers.

	Alexandria	Mansoura
Pending Cases 2004 ¹⁸	72,664	55,177
Pending Cases 2009	27,960	7,921
Median time, filing to disposition (2005 sample)	335	330
% of cases pending < 1 year, 2009	57%	57%

This data suggests two conclusions:

1. That moving Signature Cases to within the jurisdiction of the Partial Courts considerably reduced the caseload of the Courts of First Instance;
2. That improvements to time from filing to disposition have continued to improve.¹⁹

¹⁸ Data from the Alexandria and Mansoura Assessments (see Task 1)

Clearly, these conclusions require further investigation, but the fact that this data was quickly available from a central data warehouse, and that it suggests significant improvements to court efficiency should be seen as further evidence of the success of the AOJS II Project.

¹⁹ Since 57% of cases have been pending less than a year, it is reasonable to assume that the median is somewhere below the 2005 numbers from Alexandria and Mansoura.

Annex I
Procurement Summary:
List of Computer Equipment Provided to MOJ Institutions for Automation Activities

Institution	Computer Equipment	Type	Quantity per Type	Total Cost in USD
Alexandria Court of First Instance	Audio Visual Equipment	Screen	1	\$9,296.15
		Screen VC	1	
		VC	1	
	PC Workstations, Monitors, UPS	PC	214	\$195,220.83
		Monitor	215	
		UPS	225	
	Printers	Printer	57	\$33,464.50
		S printer	11	
		S printer Drawer	10	
	Scanners and Copiers	Scanner	20	\$44,286.89
		Copiers	2	
	Servers and Peripherals	Converter	10	\$238,071.92
		Rack	2	
		Router	1	
		Server	9	
		Switch	45	
		Transceiver	1	
		UPS	2	
		WIC	3	
	Sub-Total			\$520,340.29
Marsa Matrouh Satellite Court	PC Workstations, Monitors, UPS	PC	19	\$17,072.42
		Monitor	20	
		UPS	19	
	Printers	Printer	5	\$2,874.02
		S Printer	1	
		S Printer Drawer	2	
	Scanners and Copiers	Scanner	2	\$2,527.66
		Router	1	
	Servers and Peripherals	Server	3	\$29,033.02
		Switch	4	
		UPS	1	
		WIC	2	
	Sub-Total			\$51,507.12
Mansoura Court of First Instance	Audio Visual Equipment	Screen	2	\$13,572.07
		Peripherals	1	
		VC	1	
	PC Workstations, Monitors, UPS	PC	180	\$163,514.92
		Monitor	190	
		UPS	185	
	Printers	Printer	49	\$30,454.78
		S Printer	10	
		S Printer Drawer	10	
	Scanners and Copiers	Scanner	40	\$66,066.63
		Copier	2	
	Servers and Peripherals	Converter	20	\$183,746.81
		Rack	7	
		Router	1	
		Server	13	
		Supplies	1	
		Switch	34	
		Transceiver	1	
		UPS	4	
		WIC	8	
	Sub-Total			\$457,355.21

Institution	Computer Equipment	Type	Quantity per Type	Total Cost in USD
Tanta Satellite Court	Audio Visual Equipment	Screen	1	\$5,330.18
		VC	1	
	PC Workstations, Monitors, UPS	PC	170	\$154,833.70
		Monitor	153	
		UPS	193	
	Printers	Printer	52	\$32,214.46
		S Printer	5	
		S Printer Drawer	5	
	Scanners and Copiers	Scanner	8	\$22,680.00
	Servers and Peripherals	Modules	8	\$120,161.13
		Rack	2	
		Router	1	
		Server	6	
		Switch	22	
		Transceiver	3	
		UPS	2	
		WIC		
	Sub-Total			\$335,219.47
Mahalla Satellite Court	PC Workstations, Monitors, UPS	PC	86	\$80,312.71
		Monitor	89	
		UPS	91	
	Printers	Printer	22	\$13,093.55
		S Printer	3	
		S Printer Drawer	3	
	Scanners and Copiers	Scanner	4	\$11,340.00
	Servers and Peripherals	Rack	2	\$35,906.93
		Router	1	
		Server	3	
		Switch	10	
		Transceiver	1	
		UPS	1	
	Sub-Total			\$140,653.20
Qena Court of First Instance	Audio Visual Equipment	Screen	1	\$5,479.58
		VC	1	
	PC Workstations, Monitors, UPS	PC	108	\$100,301.45
		Monitor	108	
		UPS	115	
	Printers	Printer	46	\$31,515.56
		S Printer	5	
		S Printer Drawer	5	
	Scanners and Copiers	Scanner	5	\$15,937.59
		Copier	1	
	Servers and Peripherals	Connector	2	\$114,675.60
		Rack	3	
		Router	1	
		server	7	
		Storage	1	
		Switch	15	
		UPS	1	
		WIC	2	
	Sub-Total			\$267,909.78

Institution	Computer Equipment	Type	Quantity per Type	Total Cost in USD
Luxor Satellite Court	PC Workstations, Monitors, UPS	PC	65	\$60,594.72
		Monitor	68	
		UPS	70	
	Printers	Printer	39	\$27,777.05
		S Printer	5	
		S Printer Drawer	5	
	Scanners and Copiers	Scanner	7	\$21,607.59
		Copier	1	
	Servers and Peripherals	Connector	2	\$58,009.71
		Rack	3	
		Router	1	
		server	4	
		Switch	11	
		UPS	3	
		WIC	2	
	Sub-Total			\$167,989.07
Hurghada Court of First Instance	PC Workstations, Monitors, UPS	PC	25	\$23,033.17
		Monitor	27	
		UPS	32	
	Printers	Printer	10	\$9,775.72
		S Printer	3	
		S Printer Drawer	3	
	Scanners and Copiers	Scanner	2	\$5,670.00
	Servers and Peripherals	rack	2	\$32,691.09
		Router	1	
		Server	4	
		Switch	4	
		UPS	1	
		WIC	2	
	Sub-Total			\$71,169.99
Port Said Mediation Offices	PC Workstations, Monitors, UPS	PC	16	\$13,081.60
		Monitor	17	
		Keyboard	4	
		UPS	18	
	Printers	Printer	5	\$2,825.50
	Scanners and Copiers	Scanner	3	\$3,791.49
	Servers and Peripherals	Server	1	\$12,495.53
		Switch	1	
		UPS	1	
	Sub-Total			\$32,194.12
Giza Mediation Offices	PC Workstations, Monitors, UPS	PC	30	\$28,688.30
		Monitor	34	
		UPS	39	
	Printers	Printer	12	\$16,879.28
	Scanners and Copiers	Scanner	6	\$7,582.98
	Servers and Peripherals	Rack	4	\$20,337.63
		Server	4	
		Switch	2	
	Sub-Total			\$73,488.19
Menia Mediation Offices	PC Workstations, Monitors, UPS	PC	40	\$38,200.00
		Monitor	40	
		UPS	50	
	Printers	Printer	16	\$27,872.00
	Scanners and Copiers	Scanner	8	\$10,110.64
	Servers and Peripherals	Rack	7	\$47,669.62
		Server	8	
		Server Monitor	8	
		Switch	8	
		UPS	8	
	Sub-Total			\$123,852.26

Institution	Computer Equipment	Type	Quantity per Type	Total Cost in USD
Ministry of Justice	Audio Visual Equipment	Projector	1	\$148,582.80
		VC	1	
		Screen VC	1	
		VC Peripherals	2	
		VC Rack	2	
	PC Workstations, Monitors, UPS	PC	1	\$1,327.93
		Monitor	1	
	Servers and Peripherals	Access Point	1	\$34,183.38
		Rack	1	
		Router	2	
		Switch	3	
		TFT	1	
		UPS	1	
	Sub-Total			\$184,094.11
National Center for Judicial Studies	Audio Visual Equipment	Camera	2	\$122,119.62
		Datashow	17	
		Laser Pointer	1	
		Screen	2	
		sound system	1	
		sound system Peripherals	1	
		Screen VC	2	
		VC	1	
	Fire System Devices	Fire system	1	\$7,071.96
	Other Training Equipment	Lamination	1	\$560.44
	PC Workstations, Monitors, UPS	Laptop	16	\$99,310.82
		PC	86	
		Monitor	86	
		UPS	85	
	Printers	Printer	6	\$2,738.28
	Scanners and Copiers	Scanner	8	\$10,110.64
	Servers and Peripherals	Converter	4	\$108,983.09
		IPS	1	
		Rack	10	
		Router	2	
		Server	6	
		Switch	19	
		UPS	2	
		WIC	2	
	Sub-Total			\$350,894.85

Institution	Computer Equipment	Type	Quantity per Type	Total Cost in USD
Judicial Information Center	Audio Visual Equipment	Datashow	2	\$41,951.35
		Screen VC	7	
		VC	7	
		Smart board	2	
	Communication Devices	Walki	5	\$4,347.85
	Security System Hardware	CCTV Solution - TOPICA	1	\$13,399.37
		Screen	1	
		Door Access System	1	
	PC Workstations, Monitors, UPS	Laptop	55	\$249,132.17
		PC	160	
		Monitor	160	
		UPS	506	
	Printers	Printer	98	\$73,505.30
		S Printer	1	
		S Printer Drawer	1	
	Scanners and Copiers	Scanner	16	\$37,504.15
	Servers and Peripherals	Rack & TFT	1	\$744,494.97
		Appliance	1	
		Converter	8	
		IPS	3	
		NIC	1	
		Peripherals	1	
		Rack	8	
		Router	5	
		Server	35	
		Server parts	8	
Storage		5		
Switch		25		
TFT		1		
UPS		4		
WIC	2			
Software			\$1,751,816.67	
Sub-Total			\$2,916,151.83	
Grand Total for Equipment and Software				\$5,692,819.46

Annex II: AOJS II Project Bibliography

Item	Prepared by	Submission Date
Year 1 (October 1, 2004 – September 30, 2005)		
Alexandria Court of First Instance (ACOFI) Foreign Technical Assistance Assessment Report	Curtis DeClue	June 2005
ACOFI Strategic Plan from 2005 through 2007	AOJSII	June 2005
Mansoura Court of First Instance (MCOFI) Strategic Plan from 2005 through 2007	AOJSII	June 2005
MCOFI Data Collection Sheets (October 2003 - September 2004)	MCOFI	September 2005
Monitoring and Evaluation Training- Basic Principles Course Material	Hala Helmy	June 2005
National Center For Judicial studies (NCJS) Strategic Plan (From 2005-2007)	AOJSII /NCJS	April 2005
Judicial Selection Process (NCJS)	AOJS II	December 2005
Foreign Technical Assistance Reports: Assessment Report on the NCJS Judicial Education Courses	Thomas Langhorne	June 2005
EJETS and Departments Requirements	Raya Software	September 2005
Foreign Technical Assistance Reports: Implementation Plan for NCJS, National Judicial Education	Maureen Conner	February 2005
Foreign Technical Assistance Reports: Preliminary Database Plan for NCJS Website Report	Maureen Conner	January 2005
Monitoring and Evaluation Training Phase I- Basic Principles	Hala Helmy	June 2005
Judicial Information Center (JIC) Strategic Plan 2005 through 2007	AOJS II/JIC	January 2005
Project Management: Essentials Workshop Manual + Final Report	AMIDEAST	March 2005
Case Management Workshop for Alex. Chief Judges and Judges – Course Material (Arabic) + Presentation	NCJS	April 2005
MCOFI Strategic Planning Workshop -Course Material + Final Report	Dr. Gazia Zaatar	April 2005
Training for Administrative Assistants at NCJS+ Final Report + Secretarial Course Guide	Anad Lamloum	June 2005

Basic Training of Trainers Training Course (Course Material)	NCJS/AOJSII	June 2005
MCOFI Change Management Workshop – Course Material + Final Report (4 iterations from June 4-16,	Cairo Seminar	June 2005
Project Management : Scope Management + Case Study + Final Report	AMIDEAST	June 2005
IT Certification : Curriculum and Management Databases (Design and Management of Databases)+ Final Report	AUC	July 2005
MCOFI Basic Computer Skills (4 iterations July 10-21, 2005)	New Horizons	July 2005
Case Management Workshop for MCOFI: Phase I and II	NCJS	July 2005
Project Management : Cost Management + Case Study + Final Report	AMIDEAST	July 2005
Project Management : Human Resources Management + Case Study + Final Report	AMIDEAST	July 2005
Project Management : Procurement Management + Case Study + Final Report	AMIDEAST	July 2005
Project Management : Quality Management + Case Study + Final Report	AMIDEAST	July 2005
Public Admin: Strategic Planning and Policy Making Course + Final Report (Eng. Only) (Provided for NCJS,	AUC	July 2005
Project Management : Integration Management + Case Study + Final Report	AMIDEAST	August 2005
ACOFI and MCOFI: IT for Non-IT Professionals – Course Material (September 25-27, 2005)	AUC	September 2005
Computerized Legal Research to ACOFI. Court Judges-Material (3 iterations)	NCJS	September 2005
IT Certification :Effective Use of Electronic E-Mail and Electronic Resources For NCJS Course Material	Anad Lamloom	September 2005
MS Word Training Course- MCOFI	New Horizons	September 2005
Study Tour JIC: The 9th Court Technology Conference Study Tour (Information Technology)- Briefing Book	AOJS II	September 2005
Study Tour NCJS : The 9th Court Technology Conference Study Tour (Policy, Training and IT)- Briefing	AOJS II	September 2005
JIC Strategic Planning Workshop (Course Material/Arabic) + Final Report	Dr. Gazia Zaatar	December 2004
ACOFI Strategic Planning Workshop - Course Material	Dr. Gazia Zaatar	February 2005

NCJS Strategic Planning Workshop -Course Material	Dr. Gazia Zaatar	January 2005
ACOFI Basic Computer Skills (6 iterations - June 14 -September 29, 2005)	New Horizons	September 2005
ACOFI Change Management Workshop – Course Material + Final Report	Cairo Seminar	April 2005
Public Admin : Introduction to Public Administration Course Material+ Final Report + Presentation (May 18 -	AUC	June 2005
Annual Work Plan - Year 1	AOJS II	December 2004
Annual Work Plan Year 2	AOJS II	September 2005
Automated Directives System (ADS)- Information Technology Review (Hardware, Software, and Services	USAID/Egypt	June 2005
Quarterly Progress Report: Year 1 Quarter 1	AOJS II	January 2005
Quarterly Progress Report: Year 1 Quarter 2	AOJS II	May 2005
Quarterly Progress Report: Year 1 Quarter 3	AOJS II	August 2005
AOJS II SF294 for September 2004	AOJS II	September 2004
AOJS II SF294 through March 2005	AOJS II	March 2005
AOJS II SF294 through September 2005	AOJS II	September 2005
AOJS II Annual Property Report Year 1	AOJS II	December 2005
AOJS II Financial Report Year 1 (August 16 – September 30, 2004)	AOJS II	November 2004
AOJS II Quarterly Financial Report Year 1 Q1	AOJS II	January 2005
AOJS II Quarterly Financial Report Year 1 Q2	AOJS II	April 2005
AOJS II Quarterly Financial Report Year 1 Q3	AOJS II	July 2005
AOJS II Quarterly Financial Report Year 1 Q4	AOJS II	October 2005

Year 2 (October 1, 2005 – September 30, 2006)		
ACOFI Lawyers' Survey Baseline	Hassouna & Abou Ali	May 2006
MCOFI Assessment Report	Foreign Technical	December 2005
MCOFI Survey Baseline	Hassouna & Abou Ali	October 2005
Foreign Technical Assistance: Assessment Report for Alexandria Court of First Instance	Curtis DeClue	June 2006
MCOFI : Basic Computer Skills: Course Material + Final Report (3 iterations March 5 - 28, 2006)	New Horizon	March 2006
Technical Specification Manual for ACOFI and MCOFI	LADIS	November 2005
ACOFI : Basic Computer Skills: Course Material + Final Report	New Horizon	May 2006
ACOFI, MCOFI, and NCJS : IT for Non-IT Professionals Course (December 24 – 26, 2006)	AUC	December 2006
Change Management Workshop – Course Material + Final Report for MCOFI Judges (2 iterations May 6 - 11,	Cairo Seminar	May 2006
Change Management Workshop – Course Material + Final Report for ACOFI	Cairo Seminar	May 2006
Change Management Workshop – Course Material + Final Report for NCJS (May 9-11, 2006)	Cairo Seminar	May 2006
Cheque Provision in Commercial Law No. 17 of 1999 for Judges (February 12, 2006)	NCJS	February 2006
Electronic Signatures: Towards Judicial Strategies for the Application of E-Signature Law (English) (March 8-9,	CLDP	March 2006
Intellectual Property And Injunctions Workshop held at Palestine Hotel - 2 iterations -	IPRA	February 2006
Intellectual Property And Injunctions Workshop held at Semiramis Intercontinental Hotel	IPRA	April 2006
ECMA I Admin Manual for MCOFI and ACOFI	LADIS	March 2006
ECMA I User Manual for MCOFI and ACOFI	LADIS	March 2006
ECMAII Requirements for MCOFI and ACOFI	LADIS	March 2006
Public Admin.: Communication in Public Administration (This course is for NCJS, JIC,MOJ, ACOFI and MCOFI	AUC	April 2006

Public Admin.: Effective Team Building And HR Management (This course is for NCJS, JIC, MOJ, ACOFI	AUC	February 2006
Public Admin.: Excellence in Public Administration (This course is for NCJS, JIC, MOJ, ACOFI and MCOFI	AUC	March 2006
Public Admin.: Governmental Budgeting and Financial Control (This course is for NCJS, JIC, MOJ, ACOFI and	AUC	January 2006
Public Admin.: Information Age (This course is for NCJS, JIC, MOJ, ACOFI and MCOFI Judges) (March 14-23,	AUC	March 2006
Study tour : Court Management and Court Automation Observational Study Tour to the US Material (June – July	AOJS II	June 2006
Study tour : Court Management and Court Automation Observational Study Tour to the U.S.A Report and	AOJS II	June 2006
Study tour : Observational Study Tour to Morocco Gender Integration in the Moroccan Judiciary Report and	AOJS II	January 2006
Study tour: International Association For Court Administration Conference (English – Arabic) November	IACA	November 2006
Annual Progress Report - Year 1	AOJSII	October 2006
AOJS II Annual Property Report - Year 2	AOJS II	December 2006
Annual Work Plan – Year 2	AOJSII	September 2005
Departments Automation Requirements Analysis	Raya Software	August 2006
EJETS Analysis	Raya Software	March 2006
Lan Design for : ACOFI, MCOFI, NCJS, JIC	Raya Integration	September 2006
Quarterly Progress Report Year 2 Quarter 1	AOJS II	March 2006
Quarterly Progress Report Year 2 Quarter 2	AOJS II	April 2006
Quarterly Progress Report Year 2 Quarter 3	AOJS II	July 2006
Website User Guides	Raya Software	September 2006
AOJS II Quarterly Financial Report Year 2 Q1	AOJS II	January 2006
AOJSII Quarterly Financial Report Year 2 Q2	AOJS II	April 2006

AOJSII Quarterly Financial Report Year 2 Q3	AOJS II	July 2006
AOJSII Quarterly Financial Report Year 2 Q4	AOJS II	October 2006
AOJS II SF 294 through March 2006	AOJS II	April 2006
AOJS II SF294 through September 2006	AOJS II	October 2006
Year 3 (October 1, 2006 – September 30, 2007)		
ACOFI Lawyer Survey	AOJS II	December 2006
MCOFI Lawyer Survey	AOJS II	May 2007
Qena Lawyers' Survey Baseline	AOJS II	March 2007
Strategic Implementation Plans for the Qena Court of First Instance	AOJSII	July 2007
Strategic Implementation Plans for the Tanta Court of First Instance	AOJS II	January 2007
Tanta Lawyers' Survey Baseline	AOJS II	March 2007
Updated Replication Master Plan (RAMP)	AOJS II	December 2006
Modern Dewey Decimal System for Library Catalogues for NCSJ staff (October 10-19, 2006)	AUC	October 2006
Advanced Training of Trainers (TOT) Program (July 7 - 9, 2007)	ID2 Contractor	July 2007
Basic Training of Trainers (TOT) Program (4 iterations May 15 - 31, 2007)	ID2 Contractor	May 2007
Cyber Crime Course (November 19-20, 2006)	AOJS II	November 2006
Egyptian Judicial Education Tracking System (EJETS) – Data Entry Instructions	AOJS II	July 2007
Modern Dewey Decimal System for Library Catalogues for NCJS staff at ACOFI	AUC	April 2007
Effective Use of ECMA at Courts of First Instance	AOJS II	2005-2009
Enhancing the Role of Judicial Coordinator at Courts of First Instance	AOJSII	2005-2009

Judicial and Non-Judicial Staffing Requirements for the Courts of First Instance	AOJSII	2005-2009
Launching Websites for all judicial bodies under the Ministry of Justice	AOJSII	2005-2009
Maintenance Agreements for Software, Hardware, and Equipment at Courts of First Instance	AOJSII	2005-2009
MOJ translators English courses – (6 Courses March– June 2007)	AUC	June 2007
Performance Standards for the Courts of First Instance	AOJSII	2008
Public Admin for MOJ Chief Justice (March 24 - 30, 2007)	AUC	March 2007
Basic Computer Skills for Women Judges – 2 iterations (August 28-30 and September 1 - 6, 2007)	ID2	September 2007
Basic Computer Skills in MCOFI - 6 iterations (May 12 - June 27, 2007)	ID2	June 2007
Basic Computer Skills in the ACOFI -7 iterations	ID2	June 2007
ECMA II – MCOFI	AOJS II	September 2006
Economic Legislations Workshop (July 18 -19, 2007)	AOJS II	July 2007
Economic Panel Banking - 2 iterations (April 14 - 19, 2007)	AOJS II	April 2007
Economic Panel Banking and IPL - 2 iterations (June 3 - 6, 2007)	AOJS II	June 2007
Economic Panel Court Management - 2 iterations (February 27 - March 5, 2007)	AOJS II	March 2007
Economic Panel Insurance - 2 iterations (May 5 - 10, 2007)	AOJS II	May 2007
Economic Panel IPR - 2 iterations (February 10 -15, 2007)	AOJS II	February 2007
Economic Panel Mortgage and Finance - 2 iterations (March 10 - 15, 2007)	AOJS II	March 2007
Economic Panel Overview - 2 iterations (January 27 – February 1, 2007)	AOJS II	February 2007
Excellence in Public Administration (March 20 - 22, 2007)	AUC	March 2007
Female Integration into the Judiciary (April 18 - 19, 2007)	AOJS II	April 2007

Fundamental of Civil and Criminal Procedural (August 25 - 30, 2007)	AOJS II	Aug. 2007
Public Administration - Communication (April 10 -12, 2007)	AUC	April 2007
Public Administration - Governmental Budgeting (February 13 - 15, 2007)	AUC	February 2007
Public Administration - Information age (March 13-15, 2007)	AUC	March 2007
Public Administration – Introduction to Public Administration (January 16-18, 2007)	AUC	January 2007
Public Administration - Strategic Planning (January 23-25, 2007)	AUC	January 2007
Public Administration - Team Building (February 20-22, 2007)	AUC	February 2007
Study Tour - Czech and Slovak documents (February 18-28, 2007)	AOJS II	February 2007
Study tour - Economic Panel Judges Group 1 (April 27 - May 12, 2007)	AOJS II	May 2007
Study tour - Economic Panel Judges Group 2 (June 1- 16, 2007)	AOJS II	June 2007
Study Tour – Global Legal Information Network Training (GLIN) (Sept. 1 - 9, 2007)	AOJS II	September 2007
Study Tour - Verona documents (November 12-16, 2006)	AOJS II	November 2006
AOJS II Annual Property Report Year 3	AOJS II	December 2006
Annual Work Plan – Year 3	AOJS II	September 2006
AOJS II SF 294 through September 2007	AOJS II	September 2007
AOJS II SF294 through March 2007	AOJS II	April 2007
Quarterly Progress Report – Year 3 Quarter 1	AOJS II	December 2006
Quarterly Progress Report – Year 3 Quarter 2	AOJS II	March 2007
Quarterly Progress Report – Year 3 Quarter 3	AOJS II	June 2007
AOJS II Quarterly Financial Report Year 3 Q1	AOJS II	January 2007

AOJS II Quarterly Financial Report Year 3 Q2	AOJS II	April 2007
AOJS II Quarterly Financial Report Year 3 Q3	AOJS II	July 2007
AOJS II Quarterly Financial Report Year 3 Q4	AOJS II	October 2007
Foreign Tax Report	AOJS II	April 2007
Year 4 (October 1, 2007 – September 30, 2008)		
Long Range Plan for Information Technology in the Judiciary	AOJS II	April 2008
Implementation Action Plans for 5 Courts (Qena, Luxor, Hurghada, Tanta, and Mahalla)	AOJS II	September 2008
Policy documents for IT network	AOJS II	2005-2009
ECMA White Paper	AOJS II	2008
Internet Course for Women Judges (2 iterations October 17-18, 2007)	ID2	October 2007
Management Skills workshop for Judges (2 iterations October 20-29, 2007)	Cairo Seminar	October 2007
Court management certificate program for Judges (January 15-17, 2008)	AOJS II / NCSC	January 2008
ECMA II – ACOFI 4 courses (December 26, 2007 - January 8, 2008)	AOJS II / JIC	January 2008
Excellence in Public Administration (January 12-14, 2008)	AUC	January 2008
Basic Computer Skills – Hurghada (February 22-March 6, 2008)	ID2	March 2008
Basic Computer Skills – Luxor (5 iterations February 2 - March 5, 2008)	ID2	March 2008
Basic Computer Skills – Qena COFI (15 iterations October 27, 2007 - March 5, 2008)	ID2	March 2008
Commercial code, Banking, Bankruptcy workshop (2 iterations March 1-6, 2008)	AOJS II/ TAPR II/	March 2008
Master Training of Trainers – NCJS Counselors (March 29-31, 2008)	ID2	March 2008
Cyber Crimes for Judges 2008 (2 iterations April 12-17, 2008)	AOJS II / EAPHIC	April 2008

Intellectual Property right workshop-NEP (2 iterations April 6-9, 2008)	AOJS II/ TAPR II/	April 2008
Cisco Training, Four Courses (March 23 - May 15, 2008)	AOJS II/ CCIE	May 2008
Effective Management Skills – NCJS Staff (May 20-22, 2008)	ID2	May 2008
Basic Computer Skills – Tanta COFI (6 iterations May 10 - June 18, 2008)	ID2	June 2008
Basic Computer Skills for Mediation Offices (5 iterations May 24 - June 17, 2008)	ID2	June 2008
Cyber Crimes, Microsoft (2 iterations June 9-10,2008)	AOJS II / Microsoft	June 2008
Basic Computer Skills – Mahalla COFI (3 iterations June 28 - July 16, 2008)	ID2	July 2008
EJETS Training Course for NCJS Staff (July 27-31, 2008)	AOJS II / Raya	July 2008
Training Courses in legal translation – New Translation Courses - (June 29 - July 23, 2008)	MTI	July 2008
Web Design Training Courses – (6 Courses July 6 - August 14, 2008)	AOJS II/ CCIE	August 2008
Study Tour: Women Judges to the US (November 04 -17, 2007)	AOJS II / NCSC	November 2007
Study Tour: GLIN Technical Training for Directors, Specialists and Legal Researcher (December 01 - 8, 2007)	AOJS II / NCSC	December 2007
Study Tour : IAWJ Conference in Panama City (March 25-29, 2008)	AOJS II	March 2008
Study Tour: IACA Conference in Dublin (April 20-24, 2008)	AOJS II	April 2008
Study Tour: Court Management Certificate Program – Group Two (June 13-27, 2008)	AOJS II / NCSC	June 2008
Reference Guides based on the economic panels training materials	AOJS II	May 2008
AOJS II SF 294 through March 2008	AOJS II	April 2008
Foreign Tax Report	AOJS II	April 2008
Quarterly Progress Report – Year 4 Quarter 1	AOJS II	January 2008
Quarterly Progress Report – Year 4 Quarter 2	AOJS II	April 2008

Quarterly Progress Report – Year 4 Quarter 3	AOJS II	July 2008
Annual Progress Report - Year 3	AOJS II	October 2007
Annual Work Plan -Year 4	AOJS II	October 2007
AOJS II SF294 through September 2008	AOJS II	October 2008
Annual Property Report Year 4	AOJS II	December 2008
AOJSII Quarterly Financial Report Year 4 Q1	AOJS II	January 2008
AOJSII Quarterly Financial Report Year 4 Q2	AOJS II	April 2008
AOJSII Quarterly Financial Report Year 4 Q3	AOJS II	July 2008
AOJSII Quarterly Financial Report Year 4 Q4	AOJS II	October 2008
Year 5 (October 1, 2008 – September 30, 2009)		
IT Technical Support- Windows XP Desktop (October 25 -29, 2008)	ID2	October 2008
IT Technical Support-Windows Server 2003 (November 8-12, 2008)	ID2	November 2008
IT Technical Support- Windows Server 2003 (December 13-17, 2008)	ID2	December 2008
IT Technical Support -Windows Server 2003 Infrastructure (December 20-24, 2008)	ID2	December 2008
IT Technical Support-Windows XP Desktop Operating Systems (November 1-5, 2008)	ID2	November 2008
Study Tour: NAWJ - 30th Annual Conference in Portland (October 12-20, 2008)	AOJS II	October 2008
Security Course for JIC Staff Course 1 - (November 23-27, 2008)	OMS	November 2008
Security Course for JIC Staff-Course 2 – Exchange (March 5-7,2009)	OMS	March 2009
Security Course for JIC Staff-Course 3 – CCNA (February 1-5, 2009)	OMS	February 2009
Visual Basic .Net: Controls and Data (November 16-20, 2008)	ID2	November 2008

Visual Basic .Net: Deployment Process (December 14 -18, 2008)	ID2	December 2008
Visual Basic .Net: Intro. To Windows Forms (November 9-13, 2008)	ID2	November 2008
Visual Basic .Net: Programming (November 23-27, 2008)	ID2	November 2008
Visual Basic .Net: Reporting and Usability (November 30 - December 4, 2008)	ID2	December 2008
Basic Computer Skills for Menya Mediation Offices – 5 iterations (January 10, 2009 – February 11, 2009)	ID2	February 2009
Basic Computer Skills for Marsa Matrouh Staff (January 10-22, 2009)	JIC	January 2009
Printers Maintenance Training	Eng. Mohamed El	May 2009
AOJS II SF 294 through March 31, 2009	AOJS II	March 2009
Foreign Tax Report	AOJS II	April 2009
AOJSII Quarterly Financial Report Year 5 Q1	AOJS II	January 2009
AOJSII Quarterly Financial Report Year 5 Q2	AOJS II	April 2009
Quarterly Progress Report – Year 5 Quarter 1	AOJS II	January 2009
Quarterly Progress Report – Year 5 Quarter 2	AOJS II	April 2009
Quarterly Progress Report - Year 5 Quarter 3	AOJS II	July 2009
Annual Progress Report, Year 4	AOJS II	October 2008
Annual Work Plan -Year 5	AOJS II	October 2008
Demobilization Plan	AOJS II	September 2009
Developing Experience Clearing House Submissions List	AOJS II	September 2009
Contractor Final Report	AOJS II	September 2009

Annex III

USAID Development Experience Clearinghouse (DEC) Submissions		
#	Annual Work Plans	Date Submitted
1	AOJS Year 1 Work Plan	13-Nov-08
2	AOJS Year 2 Work Plan	13-Nov-08
3	AOJS Year 3 Work Plan	13-Nov-08
4	AOJS Year 4 Work Plan	13-Nov-08
5	AOJS Year 5 Work Plan	13-Nov-08
#	Annual Progress Reports	Date Submitted
6	AOJS Year 1 Progress Report	12-Nov-08
7	AOJS Year 2 Progress Report	12-Nov-08
8	AOJS Year 3 Progress Report	12-Nov-08
9	AOJS Year 4 Progress Report	12-Nov-08
#	Contract Close-out Documents	Date Submitted
10	AOJS Project Final Report	To Be Submitted
11	AOJS Demobilization Plan	To Be Submitted
#	Other Special Reports	Date Submitted
12	NCJS Implementation Plan	1-Feb-09
13	Assessment Report for Alexandria Court of First Instance	1-Feb-09
14	ADS 548 Request and Response Hardware and Software for Qena and Tanta Courts and Family Justice Mediation Office	2-Apr-09
15	Assessment Report on the NCJS Judicial Education Courses	1-Feb-09
16	Assessment Report for Mansoura Court of First Instance	1-Feb-09
17	ACOFI Lawyers' Survey Baseline	1-Feb-09
18	MCOFI Lawyers' Survey Baseline	1-Feb-09
19	ACOFI Lawyers' Survey	1-Feb-09
20	MCOFI Lawyers' Survey	1-Feb-09

USAID Development Experience Clearinghouse (DEC) Submissions		
21	QCOFI Lawyers' Survey Baseline	2-Feb-09
22	TCOFI Lawyers' Survey Baseline	2-Feb-09
23	Legal Researcher Proposal	1-Feb-09
24	Replication Master Plan	1-Feb-09
25	ADS 548 Request and Response (Hardware and Software for Alex Mansoura MOJ)	2-Apr-09
26	ADS 548 Request and Response (Licenses for FileNet Content Management Software).	2-Apr-09
27	ADS 548 Request and Response (Microsoft Exchange for E-mail Solution).	2-Apr-09
28	ADS 548 Request and Response (Supplemental information to June 2005 Review Regarding Videoconference Equipment)	2-Apr-09
29	Observational Study Tour to Morocco Gender Integration in the Moroccan Judiciary Report and Related Material	2-Apr-09
30	Court Management and Court Automation Observational Study Tour to the U.S.A Report and Related Material	1-Feb-09
31	Performance Standards for the Courts of First Instance	1-Apr-09
32	Economic Panels Reference Guide	1-Apr-09
33	AOJS II Background (7 Aug 08)	2-Apr-09
34	USAID/MCIO/BCCS Assessment Team	11-Aug-08
35	Rapid Assessment of USAID/Egypt's Administration of Justice II Project	19-Feb-09
36	Monitoring and Evaluation Basic Principles for JIC and NCJS	28-Jun-09
37	Strategic Planning Workshop Training Material	19-Feb-09
38	Change Management Workshop Training Material	To Be Submitted
39	Project Management Program Training Material	To Be Submitted
40	Training of Trainers Training Material (Basic, Advanced and Masters)	To Be Submitted
41	Public Administration Program	To Be Submitted
42	Enhancing Secretarial Skills Workshop Training Material and Manual	To Be Submitted
43	Utilization of Electronic Resources Training Material	To Be Submitted
44	Information Technology for non-IT Professionals	To Be Submitted
45	Electronic Signature Training Manual	To Be Submitted

USAID Development Experience Clearinghouse (DEC) Submissions		
46	Intellectual Property Rights Training Manual	To Be Submitted
47	Cyber Crime Training Manual	To Be Submitted
48	Translation Program Manual	To Be Submitted
49	Court Management for Economic Panels	To Be Submitted
50	Court Management Certificate Program	To Be Submitted
51	Enhanced Case Management System User Guide	To Be Submitted
52	Decision Support System User Guide	To Be Submitted